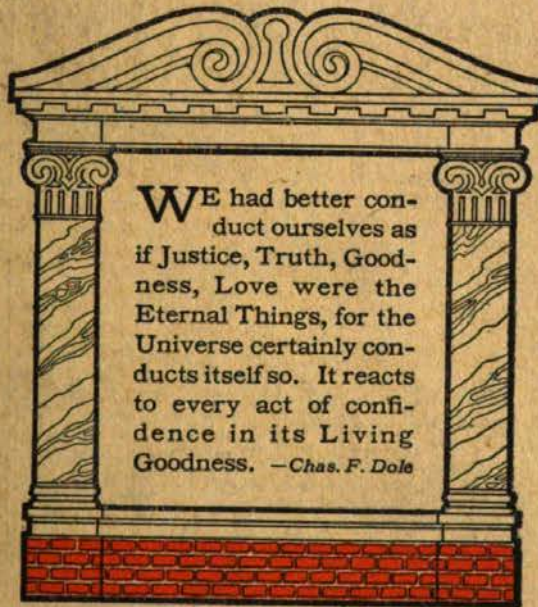


*Given by*  
**The BUSINESS  
PHILOSOPHER**



WE had better conduct ourselves as if Justice, Truth, Goodness, Love were the Eternal Things, for the Universe certainly conducts itself so. It reacts to every act of confidence in its Living Goodness. —Chas. F. Dole

ARTHUR·FREDERICK·SHELDON  
EDITOR

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—James Allen.

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There are several choice selections, both prose and poetry, for each day of the month. A book to be carried next the heart. A book that wins the heart. This book should be a companion to every one wishing to develop his earning powers.

"The Universe is girt with goodness and strength, and it protects the good and strong." James Allen.

### Out From the Heart

#### A Sequel to As a Man Thinketh

BY JAMES ALLEN

"Make pure thy heart, and thou wilt make thy life Rich, sweet, and beautiful, unmarred by strife; Guard well thy mind, and, noble, strong, and free Nothing shall harm, disturb, or conquer thee; For all thy foes are in thy heart and mind, There also thy salvation thou wilt find."

Thus writes the author on the title page of this simple and heart-searching little book. These words breathe the optimistic tone of the pages that follow. And through the truths presented, thousands have received the inspiration to the first steps in enlightenment and freedom. The author has not only given the inspiration, but shown the way. The directions on the formation of habit are invaluable.

You may search, but you will not find better books to give your children, your pupils, your business associates, and those who, in subordinate positions, are co-operating with you to make your business a success, than "As a Man Thinketh," and its sequel, "Out From the Heart."

### Through the Gate of Good or, Christ and Conduct

BY JAMES ALLEN

This book is an interpretation of the mission and teaching of Jesus in the light of self-perfection by noble moral conduct, based upon the truth that spiritual enlightenment and the practice of virtue are identical. An illuminating commentary on present-day trends of thought, vital and valuable. In it Mr. Allen deals with The Gate and the Way, The Law and the Prophets, The Yoke and the Burden, The Word and the Door, The Vine and the Branches, and Salvation this Day—here and now. A companionable book.

"The essential difference between a wise man and a fool is that the wise man controls his thinking, the fool is controlled by it."—James Allen.

"That Jesus subordinated his own will to the will of the Father, it is inspiring to know, but it is not sufficient; it is necessary that you, too, should likewise subordinate your will to that of the over-ruling Good. The grace and beauty and goodness that were in Jesus can be of no value to you unless they are also in you, and they can never be in you unless you practice them, for, apart from doing, the qualities which constitute Goodness do not, so far as you are concerned, exist."—James Allen, in "Through the Gate of Good."

**Regular Price Fifteen Cents per Copy**

**Sheldon University Press, Libertyville, Illinois**



ARTHUR F. SHELDON  
EDITOR-IN-CHIEF

## CONTENTS

ARTHUR W. NEWCOMB  
MANAGING EDITOR

## SHELDON'S BUSINESS PHILOSOPHER AND SALESMANSHIP

JANUARY, 1911

ANNA G. SHELDON.....	Frontispiece
EDITORIAL .....	1
<i>By A. F. Sheldon</i> .....	
AREA EDUCATION FOR THE MOTHER TEACHER AND HER CHILDREN .....	7
<i>By Anna G. Sheldon</i> .....	
THE HUMAN MACHINE—RUN IT FOR SPEED AND ENDURANCE....	12
<i>By George W. Wilkie</i> .....	
RELATION OF SCIENCE OF ECONOMICS TO SCIENCE OF BUSINESS....	20
<i>By C. H. Ingersoll</i> .....	
THE QUESTIONS OF SOCRATIC.....	23
<i>By Arthur W. Newcomb</i> .....	
THIS IS LIFE.....	28
<i>By Robert E. Swetland</i> .....	
THE USE OF "LOCAL COLOR" IN NATIONAL ADVERTISING.....	29
<i>By Arthur Bernard Freeman</i> .....	
POINTS ON THE PSYCHOLOGY OF ATTENTION PRACTICALLY APPLIED	31
<i>By George H. Oilar</i> .....	
SELF-RELIANCE .....	36
<i>By Rhoda Byarlay Hope</i> .....	
HOW CO-OPERATIVE PROFIT SHARING PLANS WORK IN STORES....	37
<i>By H. A. Free</i> .....	
INSTRUCTIVE EDITORIAL TALKS ON ADVERTISING AND PUBLICITY...	39
<i>By Luther D. Fernald</i> .....	
THE GENTLEMAN FROM MISSOURI AND THE ADVERTISING MAN....	40
<i>By T. J. McLaughlin</i> .....	
LETTERS OF A SALES AND ADVERTISING MANAGER.....	43
<i>By George H. Eberhard</i> .....	
SUGGESTIONS ON BUYING GOODS FOR A SUCCESSFUL RETAIL STORE..	46
<i>By Glenwood S. Buck</i> .....	
ADVERTISING—THE AUTOMATIC WELDING DEVICE AND THE FLUX	49
<i>By Arthur Bumstead</i> .....	
HOW I COLLECTED A DIFFICULT ACCOUNT AND MADE A FRIEND..	51
<i>By Edward S. Jones</i> .....	
A WORD TO SALESMEN, ADVERTISERS AND BUSINESS MEN.....	53
<i>By George H. Eberhard</i> .....	
SOME PERTINENT QUESTIONS FOR TRAVELING SALESMEN.....	55
<i>By an Unknown Questioner</i> .....	
THE PHILOSOPHER AMONG HIS BOOKS.....	59

Two dollars a year will bring the magazine to anyone in the United States or its possessions, \$2.25 in Canada, and \$2.50 in foreign countries. Requests for "change of address" must reach this office before the tenth of the month in order to insure the proper mailing of the current issue of the magazine. In sending in the new address please give your previous location.

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# Learn to Size Up Men



DR. KATHERINE M. H. BLACKFORD

research and experiments, and then to formulate the whole into a sane, logical, simple, and practical science. After painstaking application, checking and rechecking, covering many years and travel to all parts of the country, she found that the new science always works out—that it is reliable. She has taught it to thousands of the keenest business men of many cities, particularly New York, Chicago, Philadelphia, Boston, Seattle, St. Paul, and San Francisco. They are using it in their business today with consistent success.

Through all these years, Dr. Blackford committed very little of her science to writing, her work being done entirely by lectures and private instruction. Within the last year, she has written two lessons on the Science in the Course in the Science of Business Building, taught by The Sheldon School. With the exception of these, scarcely a word from her pen has appeared in print. Thousands all over the country have called for something authoritative from her, but she has not been ready. NOW, AT LAST,

## THE BUSINESS PHILOSOPHER

has succeeded in making arrangements with her for a series on the subject, to run for an entire year, beginning in the issue for NOVEMBER, 1910.

In this series, Dr. Blackford will tell about the birth of the new science, and of the laws and principles upon which Human Nature Study is founded.

Dr. Blackford is the Discoverer of

The Law of Color,  
The Law of Form,  
The Law of Proportion,  
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The Law of Human Chemicals,  
The Application of Scientific Character Analysis to Education,  
The Application of Scientific Character Analysis to the Choice of a Career,  
The Application of Scientific Character Analysis to Salesmanship and Business.

Dr. Blackford Teaches How You Can

Know your own powers and weaknesses,  
Develop the one and overcome the other,  
Read others at a glance,  
Approach the different types,  
Close with the different types,  
Adapt Education to needs,  
Know the trustworthy and the untrustworthy,  
Choose the right man for the right place,  
Choose the right partners and associates,  
Combine the different men in your organization.

These conclusions are based upon recorded data of twelve thousand subjects personally examined by Dr. Blackford, supplemented by observation of more than thirty thousand.

You can easily see that this is a most important series of articles for business and professional men—for men in every walk of life—the greatest that has been offered to the public for years. *The formulation of the Science of Character Analysis is the most important event in the business world since the formulation of the Science of Salesmanship.*

Remember, the series began in the November number. Get your subscription in early. Be sure to get the whole series. Two dollars a year; twenty cents a copy.

**The Business Philosopher, Libertyville, Illinois**

**S**HELDON says that your success in life is in proportion to your obedience to four injunctions:

Know yourself;  
Know your fellow men;  
Know your business;  
Apply your knowledge.

How to know yourself and how to know others are the two big problems. Take one hundred of the greatest successes you know—they are men who solved these two problems. They had to learn by hard knocks and expensive experience.

But today, Science has come to your rescue. It makes human character—your character and that of the other fellow—an open book.

Learn the Science of Character Analysis—then you can read yourself and others as easily as you now read the signs on the store fronts. The color, the form, the proportions, the features, the shape of the head, the texture of the hair and skin, the handshake, the posture, the voice, the walk of any man are the letters that spell to you, when a trained observer, the secrets of his character. The whole sentence is read at a glance.

Phrenology, physiognomy, anthropology, biology, physiology, ethnology, psychology, and the study of temperaments have been steps on the way. But by themselves they are a jargon, so far as any clear voice as to character reading is concerned—at best only the bases for more or less accurate guesses. It remained for

**Dr. Katherine M. H. Blackford**

to take these separate sciences, discover their general laws and their relations to one another, to add to them the record of her own extended

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



30 Editions Since Publication

# It is Only Once in a Decade, not Oftener, that a Really *Great* Book is Written—this is One

We want you to read Jules Payot's "EDUCATION OF THE WILL," *because it is a great book*. No matter what your present position in life may be, this book will help you to greater achievement—greater success.

**If** after reading "The Education of the Will" you tell us that you have not been benefited, have not been inspired to higher, nobler thoughts, have not been clearly directed to a better standard of life, *send the book back to us and we will refund the purchase price paid by you.*

The author, one of the foremost educators of France, proves that character is not wholly a matter of birth or heredity, but that through the education of the will, character can be formed and developed to the highest degree.

All that is necessary is that one possesses the *desire* for mental superiority.

No matter how richly endowed you may be mentally you can only go as far as your *will* will carry you.

If you follow the suggestions in this book you can secure mastery of your will, and that means not only spiritual but worldly supremacy, because your

*will* is the force that drives and directs your faculties; the higher its development, the more profitably you may *capitalize* your talents.

While the author's thesis is based upon the soundest laws of psychology, the book is written in plain, frank language, unclouded by abstruse scientific terms, and it is easily understood by the ordinary reader.

Every father and mother should *insist* that their children, from seventeen years of age upward, read this book not only *once* but several times.

**CAUTION**—Be sure that it is *Payot's* book that you buy as there is another book with the same title, but which has no relation to this.

THE EDUCATION OF THE WILL, by Jules Payot, Litt, D., Ph. D., translated from the French by Smith Ely Jelliffe, M. D., Professor Clinical Psychiatry, Fordham University, New York, 12mo, cloth, 450 pages, \$1.50; post-paid, \$1.60.

**Sheldon University Press, Area P. O., Rockefeller, Ill.**

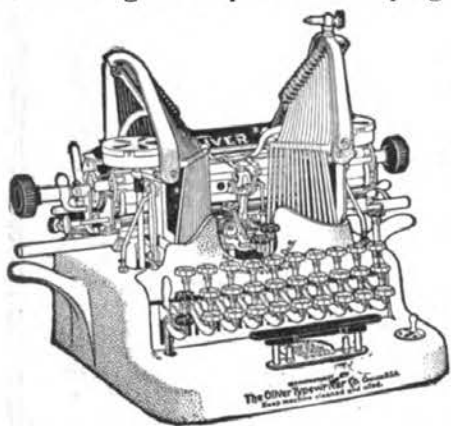
SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# Seventeen Cents a Day Buys an Oliver Typewriter

This amazing offer—the New Model Oliver Typewriter No. 5 at 17 *cents a day*—is open to everybody, everywhere.

It's our new and immensely popular plan of selling Oliver Typewriters, on little easy payments. The abandonment of *longhand* in favor of clean, legible, beautiful *typewriting* is the next great step in human progress.



Already—in all lines of business and in all professions—the use of *pen-and-ink* is largely restricted to the writing of *signatures*.

Business Colleges and High Schools, watchful of the trend of public sentiment, are training a vast army of young people in the use of Oliver Typewriters.

The prompt and generous response of the Oliver Typewriter Company to the world-wide demand for *universal typewriting*, gives tremendous impetus to the movement.

The Oliver, with the largest sale of any typewriter in existence, was the logical machine to take the initiative in bringing about the *universal use* of typewriters. It *always* leads.

## Save Your Pennies & Own an Oliver

This “17-Cents-a-Day” selling plan makes the Oliver as easy to *own* as to *rent*. It places the machine within easy reach of every *home*—every *individual*. A man’s “cigar money”—a woman’s “pin-money”—will buy it.

Clerks on small salaries can now afford to own Olivers. By utilizing spare moments for practice they may fit themselves for more important positions.

School boys and school girls can buy Olivers by saving their *pennies*.

You can buy an Oliver on this plan at the regular catalog price—\$100. A small first payment brings the machine. Then you save 17 cents a day and pay monthly.

And the possession of an Oliver Typewriter enables you to *earn money to finish paying for the machine*.

### Mechanical Advantages

The Oliver is the most highly perfected typewriter on the market—hence its 100 *per cent* efficiency.

Among its scores of conveniences are:

- the Balance Shift
- the Ruling Devise
- the Double Release
- the Locomotive Base
- the Automatic Spacer
- the Automatic Tabulator
- the Disappearing Indicator
- the Adjustable Paper Fingers
- the Scientific Condensed Keyboard

### Service Possibilities

The Oliver Typewriter turns out more work—of better quality and greater variety—than any other writing machine. Simplicity, strength, ease of operation and visibility are the corner stones of its towering supremacy in

- Correspondence
- Card Index Work
- Tabulated Reports
- Follow-up Systems
- Manifolding Service
- Addressing Envelopes
- Working on Ruled Forms
- Cutting Mimeograph Stencils

Can You Spend 17 Cents a Day to Better Advantage than in the Purchase of this Wonderful Machine

Write for Special Easy Payment Proposition or See the Nearest Oliver Agent

The Oliver Typewriter Co., The Oliver Typewriter Building Chicago, Illinois

SAY—“I SAW IT IN THE BUSINESS PHILOSOPHER”

# Ring the Bell Every Time

**W**HAT is it worth to you to be able to ring the bell every time you strike for a customer's order? What is it worth to you to be able, when he puts forth an objection, to knock that objection sky high with the irresistible force of a selling argument that has been tried and proven by the best salesmen of the best concerns in the world—concerns whose names are household words by reason of the enormous sales these very selling arguments have brought them?

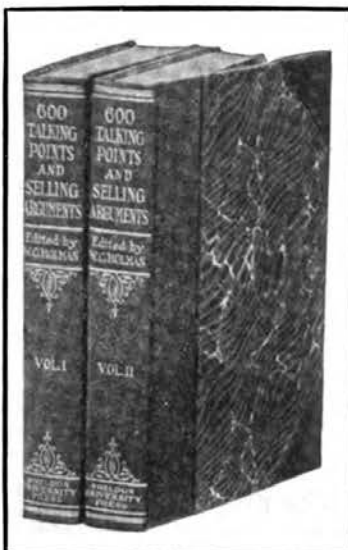
## What is it Worth to You:

—To know in advance the objections your prospect will make and the best answer to each that has ever yet been discovered.

—To have a number of answers (in some cases as many as twenty to thirty) to each objection—all irresistible—600 irresistible selling arguments?

—To know that every one of these arguments has been evolved by years of hard experience—improved and made stronger by constant successful use?

—To know that many of these arguments cost thousands of dollars in experience before they were discovered and perfected—and that many of them have sold millions of dollars worth of goods?



## Every Page Coinable Into Money

A chemical formula written on the back of an envelope may be worth a fortune; a few figures giving the combination to a safe may unlock a door with millions behind it. Every page of this book contains a selling formula that you can coin into ready money. Every one of these 600 irresistible arguments opens a door that will lead you to more sales and more commissions. You could well pay, if you had to, a green-back for every page of this book; but the cost to you is slight.

**Sign This Coupon** —Can you afford to pay one-half cent for an argument that has sold thousands of dollars worth of goods—an argument whose discovery cost hundreds or even thousands of dollars in time and experience and actual money of star salesmen and great concerns.

—An argument that will surely close sales for you—that may clear you a hundred dollars in commissions the first day you use it, and hundreds or even thousands of dollars as you use it over and over again, throughout the entire year and for years to come.

Can you afford to pay one-half cent for what is worth anywhere from \$10.00 to \$1,000.00 in actual money-making power to you?

## Then Sign This Coupon and Mail Today

THE SHELDON UNIVERSITY PRESS, Libertyville, Illinois

Enclosed please find \$4.00 for your Two Big Volumes of Six Hundred Talking Points and Selling Arguments.

Name.....

Address, etc.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# Make Your Vacation Pay

**H**AVE a good time on your vacation this coming summer—the time of your life.

Make it a time of rest, of relaxation, of recreation, of fun and frolic.

Get out into the open, close to nature, among the trees, by quiet waters.

Ride, row, swim, fish, tramp, loaf, play, dance, sing, stroll in the moonlight, make merry with the right people, eat of the fat of the land with the appetite and digestion of a plowboy, and sleep under the silent stars like a babe.

That's the way to take a vacation.

But, in addition to all that, you can make it pay.

In the midst of all the good times, the sports, and the social activities, take a few hours a day to learn something about the Science of Business—about Man Building, Character Analysis, Advertising, System, Salesmanship, Management and Business Psychology.

You can learn these things from lectures by the foremost experts of the country.

Where?

At the Sheldon Summer School, near Libertyville, Illinois.

When?

From Monday, July 3, 1911, to Saturday, July 15, 1911.

How?

Pay a comparatively small fee to cover tuition, tent rental, board, use of boats and all the privileges of the grounds, and be on hand to join in the fun and study.

Who?

Arthur Frederick Sheldon, president of the Sheldon School and formulator of the Sciences of Salesmanship, Industrial Success, Service, and Business Building is also the president, director and chief instructor in the Sheldon Summer School. You get the personal instruction of the man whom the business world recognizes as one of the most successful of salesmen, sales managers and proprietors, as well as the highest authority on the Science of Business. He is assisted in the detailed instruction by a corps of experts and specialists.

In addition to the regular faculty, the Summer School will present lectures by men and women of national prominence in the business world.

Besides the faculty, there will be your fellow students—the finest business people on earth. Why do those who attend the Sheldon Summer School always find themselves in the most congenial company they ever experienced? Because they meet with kindred souls—men and women who are deeply interested in making themselves and their businesses better, bigger, of greater service to the world, and more profitable.

You don't need to take our word for it. Ask them.

Just to give you a little foretaste of the replies you would get, here are a few extracts from letters from some of the good people that attended the Sheldon Summer School in 1910. You will notice that some of these were there also in 1909.

## "Better Than I Expected"

We made our advertising for the 1910 session just as strong as we dared, because we knew that it was hard to put on paper all the advantages and enjoyments of the school. But, notwithstanding that, John J. Moriarity, of 6218 Carl Avenue, Cleveland, Ohio, says that it was better than he expected. And that is the way the rest of them felt, too. If we could only make you see and feel as those felt who were here, wild horses couldn't drag you away from here next July.

I wish to express my thanks for the two weeks I spent at Sheldonhurst. The whole thing was a great experience to me; it was more than I expected. The place seemed such an ideal spot to spend a vacation with its woods and beautiful little Lake Eara. The lectures and outdoor games were indeed a wholesome combination. I enjoyed every minute of the time I spent with yourself and the genial Tribe.

## They Have the Sheldon Summer School Habit

Here is a letter from the Whittier family, of Red Oak, Iowa—Thad M., Mrs. Thad M. and Don E. This was

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

written after their return from their second session. As you see, this school is now a habit with them.

If there is any joy that is sweeter than the consciousness of work well done, I have not sensed it.

The feeling of duty well performed is the elixir of the gods.

Do your work—do it the best you know how—love it—live with it—sweat with it.

I have no ear for the pessimist; there is more good in this old world than there is bad.

Find your work, then work your find, work it with all the power of body, mind and soul that you possess. That way lies Success.

And nothing can keep you from arriving.

You have certainly found your work, and the fact that we as a family attended your Summer School in 1909, and came back in 1910, bringing three others with us, is conclusive evidence that you served us well.

You may rest assured that when the Tribe of Area meets in 1911 that we will be there, and the Band from Red Oak, on the Nishnabotna, will be much larger than in 1910.

#### **"The Best I Ever Experienced"**

Here is something short and to the point from the pen of J. H. Baird, of Winnipeg. Just notice how they all long to get back to Sheldonhurst for another session. That is what talks.

The food which we received for the mental man was worth traveling many miles to get and the good things provided for the physical man were without question the best I have ever experienced in camp life. The beautiful lake for sailing and swimming. Art Koon's splendid saddle horses and the merry times around the camp fire made such an indelible impression on the minds of the Cree Tribe of Western Canada that they have resolved to return next year with all their friends.

#### **"Four to Six People From Our Firm for Next Summer"**

This telling note is from E. A. Florang, president of the Burlington Basket Company, of Burlington, Iowa. How do you want your firm represented at the 1911 session after reading this letter?

We consider the educational features of the lectures worth many times the cost of the trip, not to mention the many pleasures connected with our stay on your beautiful camping grounds. Altogether it was one of the most enjoyable vacations I ever spent in my life. You can depend on from four to six people from our firm to attend your next year's summer school. This proves better than anything I could say what we think of it.

#### **"Leave the Rest to Sheldon"**

Here is a little bit of sunshine from the *Illinois Illustrated Review* for July, 1910. Just one man's opinion, but wait till you see all the others. We can pile up the evidence until you are absolutely convinced.

"I never had a better time in any two weeks of my life," said a man from Detroit last summer, after a visit from the Sheldon Summer School. Coming from a citizen of the most delightful summer town in this country, this means much to those who right now are looking for the best place for the summer's outing.

Mr. Sheldon and his assistants will give the business man a chance to make the dates from July 27th to August 9th red-letter days of relaxation, crowded to the limit with business, boating, lectures, horseback riding, character analysis, and so on.

This all means that the man of affairs may take his pet business hobby out in the country, where it may be aired to the satisfaction of his fellow-workers. There he will get his criticism free from all restraint, and mixed with good, wholesome advice. At the same time he will find all kinds of amusements of the outdoor variety, and perchance he will give the other fellow's hobby some consideration. He may find it good enough to take home as a souvenir of his outing.

A business exposition under the blue sky displaying chiefly a product of ideas—it does sound good.

Think it over and look up the time table. Find Libertyville, and leave the rest to Sheldon.

You will want to be able to feel this way about it after the 1911 session of the Summer School is over.

Better begin to plan for it now.

### **Write to Us and Let Us Help You**

# **The Sheldon Summer School**

**LIBERTYVILLE, ILLINOIS**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"





ANNA G. SHELDON

# The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME VII

JANUARY, 1911

NUMBER 1

## By the Fireplace

*Where We Talk Things Over*

LIFE is good. It is all good. Facing this New Year, the beginning of the second decade of this complex Twentieth Century, conscious of the clouds that loom and threaten, knowing the black shadows that lurk, I still can sing, with that unknown poet:

"Oh, the breath of life is good!  
This sun and air I drink,  
These hills I look upon,  
These stars that quivering sink  
Into the day that's gone;  
They stir the laggard blood  
With breath of Brotherhood!  
And life, I say, is Good!  
IS GOOD!

Yes, there is sun and air.

Over the fair vista of human life is poured the mellow glory of the sunshine with its warmth, its light, its fructifying energy.

In and through it all is the sweet, pure air, with its healing coolness, its life-giving vigor, its cleansing power.

But, even the clouds and the shadows are good, too; for life is all good.

The miasma and venom of the swamps, no less than the sun-kissed heights of the Delectable Hills; the fierce rapacity of the jungle, no less than the peace and gentleness of the meadows by the quiet waters; the merciless, burning glare of the desert, no less than the cloistered coolness of

the deep woods; it is all good, all has its purpose.

Life is not perfect.

And that is its glory, for, with perfection, growth ceases, progress halts, and evolution comes to an end.

Man's might—his happiness—are in his perfectibility, not in his perfection.

LET ME tell you why I find life good.

There are many reasons—more than I can begin to number in this brief talk. But it will help us to name some of the best of them, and, perhaps, to find some of them where we least look for them.

LIFE IS good because of its pain.

I put that first because, as Longfellow sings,

"Into every life some rain must fall;  
Some days be dark and dreary."

And we might just as well talk about that first and get it out of the way.

Do you pause? Do you hesitate to go with me here? Do you find it hard to see the good in life's sorrows? Perhaps your eyes are blinded by very nearness to them.

View them from afar. Then you will see the kindly purpose in them all.



You will see that the sting of poverty is but the falling of a lash that drives on those who lag and loiter in the upward climb.

True, the hand that wields the whip is heavy, and its blows sometimes seem cruel. Some are too frail for its punishment. They fall and die. They are the weak, the unfit. But their cry has wailed out over the world and helping hands are held out to them. And this is good.

The cries of the despairing have ever been a call to the strong. Sympathy, love and kindness have been nourished. And, at last, in our own time, judgment, reason, common sense and wisdom have come to their aid.

Now, while the strong bear, for a time, the burdens of the weak, they see that they most truly help when they not only teach the weak to bear their own burdens, but so guide them that, in time, there shall be no weak ones.

And so, after all, the lash of poverty is good.

You will see, too, that the loathsomeness and anguish of disease is good. It is educational. Goaded by its torture, men have at last begun to learn Nature's laws for their physical well being. And individuals and the race are stronger and live longer.

Can you look ahead and see the day when disease, as well as poverty, shall have been exorcised?

Why should they be banished if they are good?

Because they will have served their day of usefulness.

But, today, they are good—they have their use. They are educative. They show us the way to harmony with our environment and with law.

And the bitter grief of loss is good.

I do not know all the reasons why it is good, but I can tell you some of them.

Loss has often opened a man's eyes to the real values of life. It has often been the initial incentive to a life of peculiar devotion to others who have suffered loss. It has often broken down the hard wall of selfishness between a man and his fellows. It has often deepened and sweetened a woman's nature, and made it a benediction to all around her.

But, suppose that the loss only embitters and makes more harsh and unlovely the nature?

Listen, doubting one, it is but a necessary part of the evolution of that individual. The pain of loss embitters him only because he lets it. And he needs to go through the fire or he would not permit his heart to harden. And so, even for him, it is good.

Look again, and you will see that the bruises and gashes we inflict upon ourselves when we fall in failure are but the builders of the solid masonry of backbone in our characters, the spurs that urge us to rise and goad us to greater effort—and success.

No man has ever achieved greatly who did not come to his laurels with the scars of failure upon him.

The crushing weight of disappointment may bow the heart for a time, but, in the end it squares and stiffens the shoulders, tightens the jaw, puts a calm but unconquerable fire in the eye, and lifts the head with courage.

Yes, failure and disappointment are good.

Even the paralyzing numbness of defeat is good.

Out of the depths a man comes up with an added respect for his foes, a readjustment of his forces, a clearer view of his own character and destiny, and a new and better plan of campaign. It has taken defeat—and sometimes several defeats—to put some men on the right road to victory.

Yes, defeat has broken some men utterly.

But if a man cannot bear defeat, how, in the name of all that is worthy, could he bear the much greater responsibility of victory?

And the same holds true for poverty, failure and disappointment.

You have known many men strong enough, seemingly, as long as they were poor and unknown, but too weak to bear the heavier burdens of prosperity, success and fame.

Yes, you must agree, defeat, too, is good.

And that last, long, aching hurt of life; that hidden canker in the hearts of thousands—loneliness—can that be good?

Yes, even loneliness is good.

Out of the loneliness of some lives have come the finest and truest and sweetest songs, the most beautiful pictures, the most divine music, the greatest labors of love and service.

It is lonely on the heights. Few have climbed there, and they are far apart. But the vision is clearing and the meaning of life plain.

Seeing all and understanding all, the lonely watcher on the heights loves all, and takes the whole weary world to his lonely heart.

And there are lonely places—the world is full of them—on the lower reaches of the journey. There are thousands of hearts that ache. But

for them all there is the joy of service, the passport into the great Brotherhood of Man.

And so, even loneliness is good.

Now, ALL that is out of the way. You may not agree with me that all these hard and painful things of life are good, but if you will look back on the hard places in your own life, calmly and dispassionately, you will see that some of the bitterest trials you have had to bear—those that seemed the bitterest at the time—turned out to be the very best things that ever happened to you. Isn't that true? Well, the same thing is true all through life.

That which comes to you—or to anyone—comes because it is the best thing that could happen under the circumstances.

But I have only begun to tell you of all the reasons why life is good.

Let me tell you of some more of them—more pleasant than these.

LIFE is good because it is full of beauty.

Nature unfolds a myriad of ever-changing glories before us.

The sun, the moon, the planets and the stars; the sky, the clouds, the sunsets and the dawns—they are all yours, they are mine. No royal treasure can buy them, no greed can ever take them from us.

The mountains, the forests, the deserts, the placid meadows, the sea, the rivers and the lakes—not one or all of the great galleries contain more than a fragment of the beauty that is spread before us in these.

Look with clear eyes even where men say there is ugliness and you will find hidden beauties there. The



world is beautiful—all beautiful. They who look for it shall see.

And then there is beauty in art, in music, in literature, in architecture, in the thousand and one things made by the skillful hands of men and women who love their work and put themselves into it.

Best of all is the beauty in the faces of our fellow travelers along life's pleasant highway. Look for it. It is in many a face that the thoughtless would call plain. I mean real beauty—beauty that is more than skin-deep—beauty of mind and soul shining through features fine or rugged.

And in every face there is some beauty. None are wholly ugly. Go into the galleries and note how the eye of the artist has seen beauty in the unlikeliest faces—and can make you see it, too.

Even in slimy pools and dark caves, in sordid ruins and deepest ocean beds, beauty hides until the microscopist seeks it out. If you have never beheld the glories of the microscopic realm, make haste to do so; for it is a whole world of beauty.

And so, from the infinitely great to the infinitely little, everywhere and in all things, life is full of beauty.

And life is good.

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LIFE IS good because of its truth.

Truth is eternal, unchanging, fathomless, universal.

Man's knowledge of truth is temporal, ever progressing, proximate, local. But it is progressive.

Man knows more of the great world of truth today than ever before. Deeper and deeper into its oceans has he sunk the sounding line of his science, higher and higher upon

the steep of its mountains has he carried the level of his philosophy, broader and broader upon its plains have spread the rods and chains of his religion.

Out of its flinty rocks men have digged the pure gold of wisdom and the flashing jewels of poesy. By its purling brooks and majestic rivers men have caught melodies and harmonies of tone that revealed truth otherwise unexpressed.

And so, in every science, in every philosophy, in every religion, in all literature and poetry, in all music and all art, and in the common sense of all the people there is truth. None have grasped all the truth, and error creeps in everywhere. But error dies and truth lives on.

So, more and more, we are knowing the truth. And the truth is making our lives free.

And life is good. •

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LIFE IS good because of its goodness.

No, that isn't a truism.

I mean the goodness—the real worth—in all things.

There is goodness in all creatures.

No man has sunk so low, no woman has fallen so far that there is no goodness in them. No brute is so utterly vicious that some small spark of goodness does not remain.

Search the lowest haunts of vice and crime. Find there the lowest, foulest denizen of those depths. And you will find that somewhere there is someone that loves him. And that one, although it be only a dog, loves the wretch for the goodness in him.

Win the poor fellow's confidence. Break the shell of his sullen reserve.

Arouse the real man dormant within. It will pay you, because even there you will find goodness. Learn to know the man, and you will find in him every one of the positive qualities, undeveloped and dwarfed though most of them may be. Appeal to those qualities most developed, give them a chance, and see how virile they are.

Learn to know life everywhere, looking for the good, and you will find it everywhere.

Even that which men call evil is often good, for it all has its purpose in the evolution of the race and the unfolding of individual life.

And life is good.

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LIFE IS good because of its possibilities of growth.

You and I have the power to be bigger and better tomorrow than we are today. We can show a greater development of the positive qualities next week than we do this week. We can be greater in ability, more reliable, have more endurance and be wiser, more able, more decisive, more energetic, more prompt and more persistent in action. And if we can grow today and this week, we can grow tomorrow and next week, and next month and next year. We can grow until we have developed all good qualities to a marked degree.

And, if we can grow, so can our neighbors—and we can help them. Isn't that good?

And life is good.

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LIFE IS good because of its progress.

This is the best year of all the years—the world is growing better—

the race is evolving toward perfection.

The race has more education, more wealth, better health, nobler ethics in government, society and commerce; better methods of production, transportation, communication and distribution today than ever before.

Progress is accelerating. We moved ahead further in the nineteenth century than in the ten centuries before it. And in the twentieth century the progress is even more rapid.

Everywhere men are awakening.

Everywhere the movement for better things in public and private life, better things in government, better things in business, better things in education and better things in literature is gathering headway.

All phases of life are on the up grade.

And life is good.

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LIFE IS good because of its brotherhood.

We are seeing that we are all parts of one great whole, that all interests are mutual.

As we rise into cosmic consciousness we see that we cannot injure others without injuring ourselves—that we cannot even injure ourselves without injuring others. Better than that, we see that when we benefit others we benefit ourselves, and that when we benefit ourselves we benefit others.

And so, that we may find the largest possible self-expression, we are more and more living and working for the great Brotherhood of Man—yes, more than that, for the Brotherhood of Creation.

Life takes on a wider, deeper, fuller meaning.

And life is good.

LIFE IS good because of its harmony.

Around us we hear the clash and clamor of contention, the roar and din of strife.

It is the discord of misunderstanding—the dissonance of adjustment.

The next chord is the dominant.

And underneath and through it all runs a great, divine, universal harmony. And that harmony finds its expression, imperfectly, it is true, in your life and in mine.

In the night watches, out under the stars, we feel the throb and thrill of the music. Ah, then life is good.

But, better even than that is to feel ourselves in harmony with the all-conquering forces of the universe through conscious obedience to their laws. Then indeed we exult. No obstacle can stand for one moment in our way. Our life shall not fail of its purpose.

And life is good.

LIFE IS good because of its love.

Here is the keynote of the harmony; yes, more than that, the theme of the symphony of the universe.

Love it is that makes the hardness of life easy and takes away the sting of all its pains. Love and love only creates beauty, reveals truth and inspires goodness.

Love gives the warmth by which we grow, and is the dominating force in progress.

Love is the cement of brotherhood.

And love is not only the keynote of the harmony of life—love is the harmony.

Love warmed the sun into being and set it in the void. Love keeps the stars alight.

Love brought forth and nourished the earth and designed the great plan of her evolution.

Love is the answer to the great problem of human existence—the solution of the puzzle of every individual life.

Love finds its expression in service. He who loves best serves best. And he profits most who serves best—profits in all that is worth while.

Love is, indeed, the fulfillment of law—of all law.

Love makes life complete.

And life is good.

LIFE IS good because of its happiness.

Love makes life complete because love, and love alone solves the problem of individual happiness.

And happiness is the purpose of every life in the universe.

Created for happiness, we all win a measure of it. Because we are not perfect in love—and in service, the expression of love—we are not perfect in happiness.

But we are perfectible.

And our happiness grows as we grow, increases as our harmony with the laws of nature increases, and becomes perfect as we are perfected.

And what is love, then?

A sense of oneness.

And happiness?

A realization of oneness.

This, life holds for you and for me.

So life is good.

It is all good.



# Area Education for the Mother Teacher and Her Children : *by* Anna G. Sheldon

*It is with great pleasure that we present to our readers this, the first of a series of twelve articles on child education, by Mrs. Sheldon. The subject, as the title indicates, will be treated from the entirely new standpoint of the AREA philosophy. Mrs. Sheldon is peculiarly fitted to write on this topic, as she has been the constant companion and co-laborer with Mr. Sheldon in the development of the philosophy, and has successfully applied its principles in the training and education of her own children. In addition to this, she has, for the last three years, conducted a children's club, meeting every Saturday afternoon during the summer, at Sheldonhurst, for the study and practice of the AREA philosophy. So successful has this club been that the membership is always full, and the meetings largely attended and alive with interest. As to the results, Mrs. Sheldon will outline some of them in future articles of the series. All interested in education, and especially mothers, will find every one of Mrs. Sheldon's articles not only interesting, but of great practical value.—Managing Editor's Note.*

**A** WORLD'S congress of mothers would be a world's congress of teachers.

Some mothers are conscious teachers of their children; many are not. All are teachers whether they know it or not, some are teaching wisely and truly; many unwisely and failing to a sad degree in the fulfillment of their true mission.

But whether the results are good or ill, the mother is the chief teacher. She is the one who has the greatest responsibility resting upon her from the beginning. The beginning is conception, and the responsibility continues until the child rightfully assumes its own responsibilities.

True mother teachers reap success. There is a definite track to follow. They are scientific in their methods of education.

The mother is the most important of the world's teachers. She has basic laws to guide her in her instruction and the education of her children, for her work can be organized and classified according to the laws and principles included in the AREA Idea.

Every normal mother hopes and dreams that her child will one day become a great man or woman—in one way or another a true success. This is the natural desire of every normal parent. She longs to see her children gain even greater happiness and a greater measure of success than she herself has known. This is as it should be.

## **The Mother's Great Opportunity**

The law of growth, of progress, demands that we ask for more light, reach out for more good things not yet in our grasp.

Mother love is an unselfish love—sometimes too unselfish for the good of the mother and her children.

Obstacles are great character developers.

Frequent victorious combat with them produces speakers of words and doers of deeds. So it is that a seeming disadvantage, if closely inspected, may turn into a real advantage.

Remove not the obstacles. Rather reveal their merit to your child.

The mother is in a position of the closest intimacy with her children in the beginning and may remain so if she does not leave the track of the true mother teacher and wander foolishly after vain baubles of selfishness.

A mother teacher who has learned well her science of motherhood appreciates the great psychological moments, the receptive moments which come most often when she is alone with the child. When earnest questions are asked she makes it her convenience to answer truthfully and thoroughly, whatever they may be. The true mother is not abashed, is not lax in this particular.

While mothers are teachers, they scarcely ever realize it. After baby comes the mother feels the greatest ambition to have George or Mary receive a good education. Education as she sees it is summed up in the word *schooling*.

The teachers employed for that purpose will begin the training of her child. The time arrives and the child is sent to school. Frequently the child suffers much because there was not a mother teacher in his home.

These statements are not made in the spirit of criticism. We mothers and fathers are in final analysis not so much to blame. We are largely creatures of habit. The race is governed by custom. The custom of modesty is still prevalent with parents and their children. Parents still fail to become the confidants and chums of their children.

#### The Noble Profession of Motherhood

Why is this? Because we do not know the definite way that leads to true success. Until now we have had no real scientific sign-posts to guide us in the education of our children. It is not customary to think of the mother as a teacher. She is just mother; and, while that may mean much in some cases, many times her voice and advice are less respected than the voice and advice from any other source.

Until now, even if we had known the consideration and respect given to other professions, we as mothers have had very little basic literature to reassure us in our work. There are a few good books on the subject of Child Education. They have made a place for themselves, but there is a lamentable lack of organized knowledge on the subject; from the mother teacher's viewpoint scarcely any.

You will all agree with me that the mother should be the best equipped of all teachers. She should have literature on a handy shelf for easy reference. During the period the child is close to the mother it learns faster and more than at any other time in its life. It is at this time it learns to know the greatest number of objects. Its impressions are most vivid and best photographed then. The unfoldment is most rapid in this period of its development.

Motherhood should be known and understood as the greatest of all professions, and so it shall be one day. There are many beautiful, classical things written about motherhood. Why not treat the theme as it deserves and go farther by framing its mission and responsibilities on the basic laws which will bring its efforts to satisfactory results? I mean the result of all-round manhood and womanhood.

To do this we must have proper guidance in the way of scientific books and become

scientific teachers of our children. The articles in this series do not claim to be the science of the mother teacher nor the science of child education, but they are intended to point the way. They are the herald of that science. As a pioneer they have much to do to open the trail. It is my great desire that they prove helpful to all parents. I undertake the writing of these articles in the spirit of reverence, for there is no more sacred vocation than that of guiding those who are to guard the development, the education of the young human plant.

#### The Real Nature of Education

Right here we come to the questions: What is education, and what is Area Education for the mother teacher?

All *students* of THE BUSINESS PHILOSOPHER are already familiar with the word Area. Many *readers* of the PHILOSOPHER have not a clear idea of its deeper meaning. We have a large list of new subscribers coming in all the time, and for the sake of the new members of our family it is necessary to make our title clear. The explanation will prove beneficial even to those who have thought on the idea some time, but who love to repeat its truths often.

First, to make it clear, I will tell you what it is not rather than what it is. Area Education, or True Education, does not mean schooling or the in-filling process of knowledge alone. If you ask the average father or mother this question, "Where were your children educated?" invariably they speak the name of some public or private school.

Ask the average grown person, "Where did you receive your education?" and he will tell you as nearly as possible where he attended school first and the high school or college from which he graduated before he was married or went into some of the professions. There will be no doubt in his mind that he has answered your question correctly.

You know, for many years people said the world was flat, but the saying did not change the shape of the earth from round to flat. For a long, long time people have thought education is schooling, book learning, intellectual training. Just because they say so does not make it so. It does not suffice to state the truth that education is

not that and never should have been so defined.

Educators who have studied Latin and have thus become acquainted with the root meaning of the word, know that education is a word derived from two Latin words—"e" and "duco," which mean to lead out or draw out. It means unfold, develop, you see. It never did mean to fill in. And yet, educators knowing the origin of the word, are compelled under the present system to act as if the word "education" meant to cram, pour in, deluge the intellect with facts. Thus in actual practice we have the reverse of its true meaning.

When the word "education" is used in these articles you will know we do not mean the filling in process; we mean the process of drawing out, the unfoldment, the eduction of the success qualities in the individual.

#### The Success Qualities

The mother teacher's aim, then, should be the development of the positive qualities of her children. An accumulation of facts and a fund of knowledge are desirable, provided they are useful facts and useful knowledge. These unaided will not make a rounded-out man or woman—a true success. They never can do so. It is a very necessary part of the development, but it is only one of the parts. You see, there are four parts to be drawn out in every truly educated man or woman.

Now, the success qualities are the good qualities that build up the body and the mind. Here is a short list of them. We head the list with desire to serve, courage, thoroughness, accuracy, decision and action. These are just a few of the many. In these articles you will become acquainted with a large number of these good fairies and be able to recognize and deal with them in their proper place.

It is necessary right here that you should see clearly this point. I know a most learned man, a man with a high degree from a university. This man is not courageous. He is not honest. He is a physical derelict. He is not very lovable. He is not persistent in just and useful undertakings. He is not thorough, nor is he accurate. He is entirely lacking in decision and, except in a negative (destructive) way

is not active. He has his degree, though. It is almost superfluous to state he is not a success. You will have guessed that. He is a dismal failure.

I might mention many examples, some not so extreme as this one, perhaps, but we naturally come to the conclusion that cramming the head with facts alone, the study of books only, will not develop or draw out the success qualities of men and women.

This man is really grossly uneducated, though he knows Latin, Greek and Hebrew as he does his native alphabet. He can quote glibly from many authors of many nations; yet he is uneducated in the true sense of the term. He has failed to gain success. He has not found happiness. He has brought disgrace and heart-ache to the mother who dreamed and hoped he would be a great man among great men.

This man is not entirely without the success qualities. We know he has them hidden away—just a little of them cropping out now and again, but they were not properly eduved, directed, either in the beginning of his existence (conception) or in one of the later periods of his education. He was not properly handled and guided. He has not since maturity been able to know, feel and will the development of the success qualities for himself. No one is truly educated until he is convinced of this great truth, and no true education arrives until the application of the right principles has drawn out these qualities to a marked degree.

#### The Splendid Natural Equipment of the Normal Man

It is possible for everyone to become truly educated. Everybody possesses these qualities in a greater or less degree of development. Only idiots and degenerates are barred. You have never met any normal being who did not have some loyalty, some courage, some accuracy, some faith or a wee bit of honesty, have you? You will find a little of these and some of many others in the person you hold as the most pernicious.

Unless trained and educated they only flicker and disappear. They are evasive when needed. Like the light of the candle, they endure not the draughts encountered on the highway of life.

Take a naturally weak physical muscle, and you know as well as I do it is possible to make it large and strong. Hearken now and let me tell you emphatically that this same thing is true of the success qualities.

How do you develop the physical muscle? How do you develop the mental success qualities. When we answer this *how* we answer also the *how* of education, the *how* of the drawing out of the mental qualities. We know up to this point the *what* of education, but *how*?

### The Two Processes of Education

Here we are confronted with the truth of the all-oneness of things, when we perceive that there is a perfect analogy between the laws of growth of the body and the mind. The same treatment draws out the qualities of both the body and the mind.

I feel almost sure you made a very good answer when I asked you the question, How do you develop the physical muscle? but I wonder if it was full and complete. It is simple and plain, but sometimes the plain, simple things are not seen in all their glory by everyone; so I have purposely withheld the correct answer until now. It is such an important answer and the solution of so much of truth.

The *how* of the drawing out of the physical muscle is, first, by nourishment; and second, by use.

The *how* of the development of the mental success qualities is, first, by nourishment; and second, by use.

You see the analogy is perfect between the body and the mind. Proper nourishment and sufficient exercise will develop the forces of both the body and the mind.

Give your child a strong body by applying the principles necessary to gain endurance. Give your child ability—educate his intellect. Give your child educated sensibilities, and when these are developed he has reliability. Reliability is a great asset. Give your child an educated will, a will developed, and you make a man or woman of action. Then your child will be a winner. He will be a success. You will be justly proud of such a child.

Remember we have not mentioned nearly all of the success qualities. There are fifty-

two now classified. We shall give them to you in the proper place in these articles.

The great problem of the mother teacher—in fact, all teachers—is how to teach the child to nourish and use his success qualities, how to draw out his inherent powers. We instruct the teacher, you, his own mother, that you in turn may at the beginning suggest the right way and later guide him in unfolding his own success qualities.

### The Significance of the Word Area

We now complete the meaning of our word Area. We have been gradually leading up to this full explanation of the title. All of the intervening steps are necessary for a good understanding of our subject.

The word Area is the greatest word in the English language. We place it here as a qualifying word before the word "education." It is a key word, a symbolic word. It means, first of all, breadth. It means more than that. It stands to remind you that there are four parts of the child's being.

First, your child has a physical body which must be developed to a degree where it can endure the varied experiences which will come to test its power all through life.

Second, your child has a mind which must be thoroughly and carefully drawn out for the same reason.

There are three mind parts. One body part plus three mind parts equal four parts in all to draw out, to educate.

The mind parts are, first, the intellect—knowing power; second, sensibilities—feeling power; third, the will—the power to decide and act.

When the "knower" or intellect is developed, the result is Ability.

When the proper sensibilities are educated or developed, the result is Reliability. A most desirable kind of ability, is it not? Until very recently there has been no science of reliability development. Today we have such a science. It has been tested and found satisfactory, entirely fulfilling the great claims made for it.

An educated will, a will that is nourished and exercised, will show a development of the qualities of decision and action, and the child or adult so educated will be a child or adult of action. He will have poise, be self-controlled.



Physiologically and psychologically this is all there is to the individual.

All true winners in life's race have the body qualities of health and strength. These qualities bring with them the power to endure. To have ability, draw out the qualities of memory, reason and judgment. To have reliability, courage, faith and honesty must be drawn out. To gain a strong will, the will must be educated to correct decision and quick action.

The list of the qualities is a long one, but they may all be classified under four heads: First, the body; second, the intellect or knowing qualities; third, the sensibilities or feeling qualities; fourth, the volitional or will qualities.

Drawing out the bodily qualities results in Endurance. Drawing out the knowing qualities results in Ability. Drawing out the feeling qualities results in Reliability. Drawing out the will qualities results in Action. Write the four words in the following order:

Ability.  
Reliability.  
Endurance.  
Action.

Take the first letter of each word and you have the word AREA. Area Education means the system of education, then, which will develop an individual into rounded out manhood and womanhood.

It means you may become a true mother teacher. It means, with a clear understanding of this system of education, you may with certainty direct the development of the God-given qualities of your child.

You must see to it that each of the child's four sides, or four nature departments, are evenly and thoroughly drawn out, or educated. The child's success hinges on this Area Idea. Your success, my success, the world's success does too. The world's success is simply the sum total of the individual successes. All success is in due proportion to the degree of the development of the success qualities in the individual.

In closing this, our introductory article, my sister, mother teacher, I want to call your attention to this fact. You become a mother teacher at the moment of conception. Education begins there. Nothing could be further from the truth than to

suppose that education begins with the school days.

There are four periods of education. These periods are covered by every adult. First, prenatal; second, parental; third, scholastic; and fourth, school of life.

The mother teacher has her greatest work to do in the first and second periods of education, although she guards and guides through the last two as well. Her best work when scientifically done eliminates the errors of omission and commission, the two thieves that break through and steal the treasures of sterling character and glowing health.

Intelligent work during the parental period is the most effective work the mother teacher has to do. When parental education is actually regarded as of vital and first importance, neglect and error will not rust or corrupt the success qualities. There will be no flaws in the human birth-right of our children.

Our next article will be on prenatal education.

### Misrepresentation

Selling goods at a fixed price that represents profit to your house is salesmanship, but the man who is constantly cutting prices and seeking ways and means by which he can secure orders by manipulation and misrepresentation, contrary to the rules of his house, is not a salesman, and he will not only prove a disappointment to his customer, but to both his company and himself as well. Never misrepresent your goods; when it becomes necessary to do so it is time to quit the business, or secure another line that does not require misrepresentation. We all make mistakes, but the man who persists in making them is either a fool or dishonest. We are employed to represent our company, not to misrepresent it. If you are right you can prove it; if you can't prove it, the chances are you are not right.  
—C. V. Oden.

To leave undone those things that we ought to do, to leave unspoken the word of recognition of appreciation that we should have said, is perhaps as positive a wrong as it is to do the thing we should not have done.—Lillian Whiting.

# The Human Machine—Run it for Speed and Endurance : *by* George W. Wilkie

*Practical Points on Brain Building by the Vice-President  
and General Manager of the R. H. Conkey Company*

**T**O APPLY this to a member of the human family seems harsh. It seems as if one were reverting to those cut and dried phrases: "A mere cog in the wheel," "Simply a peg in the place," etc., but after all is there a better appellation?

Man is a machine, and the most intricate, delicate, fragile machine imaginable.

Like a machine of steel, he can be speeded too slow or too fast. He can wear out and he can rust out, but unlike the machine of metal, he has the power to recreate, to recuperate, to replace his own wear and tear.

More, he is a composite machine, one composed of many finely adjusted mechanisms. His brain, as a factory producing ideas, is the lasting marvel of creation.

His nervous system for conveying thought from his brain to other members of the body, and for conveying the senses of hearing, touch, taste, smell and sight to the brain, is a more complicated telegraphic system than any ever devised by man.

## Are You Rusting Out?

Consider all these facts—consider them well—and see if you are running your human machine aright.

Some brains are fast—quick to grasp other people's ideas, quick to form new ideas.

Some are slow, some are sluggish, and some refuse to work at all.

Even without any perceptible use of the brain whatever, life continues, but that life is a living death.

Go into an asylum for the keeping of the insane, or idiots—notice the blank, empty expressions—notice the absence of appreciation of the fine things of life.

Such unfortunates are worse off than the animals, for the animal is at least normal.

Every part of the human machine needs exercise, helpful, healthful exercise, or it dies.

In India the fakirs, through religious fanaticism or through a desire to become

objects of charity, have been known to hold one hand upright, rigid, above their head, for months, even for years, until they had completely lost the power to lower it.

The same penalty is prescribed by nature for failure to exercise the brain.

The American Indian has a brain, and the scientists have demonstrated that in size and quality it compares with the average brain of the Caucasians, but he has never used it. He has lived in mental darkness for centuries, and only in the exceptional case can he be interested in any subject for more than a few minutes at a time. Then, becoming brain tired, he loses interest in the subject and wants to rest.

It is not the intention to use this article in a scientific discussion, as to the effects of heredity and environment on the human brain, simply to induce the proper mental exercise—thinking—and right thinking.

## Is Your Development Symmetrical?

Just as a wrong and harmful exercise can be applied to the arm, so can thought along wrong lines work harm to this delicate organism, the brain. As the steady and persistent exercise of one arm, as in the case of the blacksmith, develops one arm to the neglect of the other, so can steady and persistent thought along one channel develop a one-sided brain. The one-sided brain is always in the head of a one-sided man.

Let a business man devote his mind solely to his own business, let him cast out every subject that does not have a direct bearing on his own particular interest, and he becomes decidedly one-sided.

True, he may by such application create or develop a wonderfully successful business, but what has he achieved but that business? Who shall say that if he had applied a part of that mental energy to other and more self-developing studies, his very ability that we recognize would not have been increased many fold.

"The more one knows of business in general, the more does he know of his own business" is an old saying and a true one.

The manufacturer who not only knows his process of manufacture, but who has also developed and applied a study of man-building is enabled to teach others to do his detail work, and can then absorb the many kindred subjects, such as banking, finance, psychology, salesmanship, etc., that have fully as vital bearing on the ultimate results of his business as the process of manufacture.

The value of a hobby, if ridden with judgment and moderation, is great because of this very law, but judgment and moderation and control are necessary.

One man will mingle with friends at a club, one likes the water, one rides the gasoline hobby, another plays golf, but these recreative hobbies should be helpful inasmuch as they are intended to rest and recuperate the brain cells that carry the load of business cares.

#### **Wrecked Through Lack of a Governor**

Some one has said that the man who neglects golf for business will never be a good golf player.

I knew a man with youth, enthusiasm and not alone business opportunities, but actual business prosperity—a hard worker—his brain was active and he seemed destined to lead all his competitors.

A friend, noting his methods of work, advised him to join the new golf club forming in his town. It was easy to persuade him that he needed just that exercise and recreation—easy to show him that he was becoming one-sided, that he was losing the natural desire for play. He joined.

Like all real golfers, he became enthusiastic, but he did not demand of himself those necessary checks, judgment and moderation—he did not exercise sufficient control.

From an hour in the morning, as he became more proficient in the intricacies of the sport, he continued to add to the time till he was soon using the entire morning.

He had not developed man-building qualities that might have enabled him to leave his business in high grade hands. His

business suffered, imperceptibly at first, but his decrease in efficiency as a business builder kept pace with his increase in proficiency as a golf player, until he lost his business.

It would be romantic to say that he eventually became a golf champion, but this is not romance, it is cold, hard facts, and when I last heard of him he was a shining light in the Down and Out Club.

This man was developing one side, his business side, but had paid no attention to the value of man-building and business permanence building. There is no doubt he felt he was starting to round himself out when he took up this really beneficial exercise. Lack of judgment, lack of self-control threw this splendid human machine on the scrap heap.

#### **Keep Approaching Your Limit**

Nature set the limit on man's power very high. She intended that this machine she created should render an efficiency worth while to the world, and she gave him opportunity to develop it, to round it out.

Her laws are lenient, but they are inexorable.

We must, in order to achieve the fullest return from this machine, study it carefully and round out every side without harming any other.

A steel machine, without a governor, would be destructive to itself at least. The human machine without the governor of control is likewise destructive to itself.

He would be an unwise man who built a house without four sides. What about the man who builds a less than four square man to live in it?

While all admit that "all work and no play makes Jack a dull boy," it is just as certain that all play and no work makes Jim a mollicoddle.

Strike a balance—a true mental balance.

Your body needs variety, so many proteids, so much lime, so much phosphate, so much starch.

#### **Think!**

Your brain needs variety also. Don't let the speed go too high for the fuel and lubricant supplied, and don't let it get too low.

Rather than reduce the speed, it is well to increase the fuel of thought and oil of variety.

Exercise the brain cells. Remember there is only one way to increase its convolutions, by thinking; only one right way, by right thinking.

Some men take up a hobby and ride it till it rides them. Others, in order to supply the variety, engage in ventures out-

side their own business, hoping first for profit, second for change of thought.

When such becomes a matter of anxiety, a cause for worry, it has defeated its own aim, and is harmful in the extreme.

Every moment of anxiety over outside matters, leaves that much less energy for your own business, and instead of rounding the man out, instead of proving beneficial, is a real detriment in the race of life.

## Time

By ROBERT E. SWETLAND

**T**IME is of value, therefore no time should be wasted.

If a man sleeps eight hours of the twenty-four, and sleeps properly, he is building body and brain. Therefore, there is no room for the loss of a single one of the 36,792,000 precious minutes of a life—not one shall go to waste and be lost.

Every hour of the day is precious and should be dedicated to some building medium, either work, play or rest.

We are here to improve and polish, to shape and to use the life current that God has put into our bodies. Nature never impedes the progress of the man who truly desires a marked development. Even mankind steps aside and waits for the passing of a live man.

My friend Harwood, the real estate man who writes "Service" after his name, said to me a few days ago: "Swetland, I am following the policy of letting the others wait." This was in answer to my remark that he was careless of the position of the various traffic in the streets of Omaha. I noted a marked difference in our manner of attempting to stem the tide of a busy crossing.

Then, I began to think about this problem of time, and don't you know, brother, that the "whole kit and bilin'" of us are waiting just around the corner for a chance to kill time? It may be waiting for a vehicle to pass on the street, or idly conversing with some brother loafer, or reading some unproductive literature.

And so throughout a life we are "waiting" for something or someone to pass—until we have really formed the habit of

looking for or expecting impediments to our progress.

Did Sheldon wait and kill time in climbing to his present state of development? Did Philip Armour, Henry H. Rogers, Elbert Hubbard, and countless others who have reached a state of marked development—did any of these wait?

Nay, brother, these men found their business much too interesting to be drawn aside by the weaker sisters of impediment. They walked around, climbed over or tunneled through everything—and won.

Elbert Hubbard, in his "Little Journey to the Home of Benjamin Franklin," says that "man must be born again," and that "he must be converted."

A man must sum up his ability, discard his improper ballast, and arise, and before the ascension he must have arrived at a positive knowledge of his powers. Let self analysis serve here as his handmaiden.

The brain was designed for the purpose of creating and carrying loads. It possesses such capacity or carrying power, that when properly ballasted, it cannot be overloaded in a single lifetime.

So then, let us *use* this brain. Let us fill its storehouse with the wise sayings of men who have passed by and those who are passing.

Whether at work or at play, or at rest, let the motto be "Onward to better things"; and, when at last, night shall close down the hatches, and nature kisses our eyelids for the last long sleep, it shall be said of men, here was one who to the last made the world better and more beautiful by the use of time.



# Law of Form Applied to Human Temperament : *by* Dr. Katherine M. H. Blackford\*

**T**HE keynote of human character analysis is temperament.

And the first law of temperament, as we saw in the second article in this series, is the law of color. By its application, we are able to tell, at a glance, the kind of force with which any individual is endowed.

You will remember that the light-haired, blue-eyed, fair-skinned blonde is endowed with dynamic, radiant, expansive, driving force; the brunette, with his darker coloring, with static, absorptive, cohesive, drawing force.

This is an important key to character, but there is another still more important.

The electrical engineer knows that the Leyden jar, the dynamo, the motor and the arc light are all charged with electricity—that is the kind of force by which they perform their functions. But he would not handle them with success, or even safety, unless he understood how they expressed their force in action.

The Leyden jar gives forth a sudden, quick, explosive spark.

The dynamo expresses its force in a quiet, steady, but powerful current.

Strong, steady, rapid, continuous motion is the way the motor manifests the electrical force with which it is charged.

And the arc light produces intense light and heat.

In the same way, the student of character analysis must not only know the kind of force inherent in the men and women he meets, but how each will express the force in action. This knowledge may be gained through an understanding of the law of form, and by its application.

It is the law of form that guides the electrical engineer. He knows the dynamo from the arc light and the Leyden jar from the motor chiefly by their differences of shape and structure. Many different kinds of electrical apparatus are made of essentially the same materials and charged with

the same kind of force. It is their form and construction alone that determines how that force will be expressed.

Here again we see the principle exemplified that the laws of nature and of human nature are the same. The law of form applies with the same force to human beings as it does to electrical apparatus and the rest of animate and inanimate nature.

We are all composed of the same materials. And all those of the same degree of temperament under the application of the law of color are endowed with the same inherent form of force. That is to say, all blondes are endowed with the dynamic, expansive, driving form; all brunettes with the static, cohesive, drawing form. But all blondes are not alike in character, nor all brunettes. Your own most cursory observation confirms this. There are many differences and degrees of difference between those of the same coloring, although they are alike in that part of their characters indicated by the degree of their coloring. One of the most important differences, as has been said, is indicated by the difference in form and structure of the individuals, which shows how they will express their inherent form of force in action.

## The Three Principles of Form

There are three principles of form with which we are concerned in the study of human nature: the convex, (  $\cup$  ) the concave, (  $\cap$  ) and the plane, ( — ).

One or another or a combination of these principles governs the form and structure of each individual. Their effects can be seen in all parts of the body, but are most easily read in the profile of the face. In other words, for the purposes of this science, some profiles are convex in outline, some concave and some conform more nearly to the plane. These differences in contour or form indicate most important differences in temperament.

We have all observed, either consciously or unconsciously these differences. Whether or not we know just what to

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expect from each, we know that the sharp-featured person, with angular body, is very distinct in character from the broad-faced, blunt-featured person inclined to corpulency. In selling goods or choosing employes, we accord an entirely different treatment to the man with high, sloping forehead, larger at the eyebrows than above, prominent eyes, high Roman nose, receding mouth and broad, strong chin, most prominent at the point, from that we accord the individual with wide, bulging forehead, flat above the eyes—which are small and sunken—"sway-backed" or snub nose, prominent mouth and small, round, retreating chin. We instantly classify these two types, more or less accurately, in our own minds. But it is well to know the law that determines their differences. And that is the law of form.

#### The Law of Form Stated

This law of form is stated as follows:

It is a universal law of nature that objects that are sharp are penetrating, and that objects that are dull and blunt are non-penetrating.

Let us see whether this always applies.

You take up a pin or a needle. Because the instrument is sharp, you know at once that it is intended to penetrate something. The same is true of an awl, a pickaxe, a bayonet or a plow.

In the realm of animate nature, we see the same law exemplified in the thorn, the bee-sting, the hound's tooth, the cow's horn and the woodpecker's beak.

On the other hand, when you see a thimble, a mallet, a stone-boat, a pin-cushion or an anvil, you know that the implement is non-penetrating. The same is true of the duck's foot, the palm-leaf and the pumpkin.

The form indicates the function and use of the thing. By its form, it is adapted to its use, and is a poor instrument for any other purpose. You cannot bore holes in an oak plank with a mallet.

Likewise, human beings are adapted to their work, to their forms of amusement, to their social relations, and to other phases of their lives by the manner in which they express their inherent force in action, as indicated by the application of the law of form.

Understanding, then, that there are three principles of form, the convex, the concave and the plane, and these three principles appear in their most easily discernible expression in the outline of the profile, we can make the following application of the law of form:

A sharp, pointed or convex profile, the forehead being most prominent at the brow and receding as it rises, the eyes full, the nose straight, high in the bridge, or Roman, the mouth prominent and the teeth sharp and convex in arrangement, and the chin small, round and retreating, with corresponding sharpness and angularity of the body, shows a keen, quick, penetrating mind, with corresponding activity in the functioning of the physical organs, in speech and in action.

A concave profile, with broad, blunt features, the upper part of the forehead most prominent, deep-set eyes, concave, retroussé, snub or simian nose, concave mouth, with broad teeth, flat in arrangement, and a broad, deep chin, prominent at the point, shows calm, slow, deliberate thought, slow action of the physical organs, and a corresponding deliberation and mildness in speech and action.

The person with convex profile is alert, quick, energetic, active, decided and oftentimes abrupt.

The person with concave profile is inclined to be passive, deliberate, self-controlled, comfortable, good-natured, sweet and slow.

Between these two extremes there are all degrees of these characteristics, approaching the balance in people whose profiles and bodily contours conform to the third principle of form, the plane. To state the same truth in another way, the more convex the profile, the sharper and more angular the features, the more extreme will the individual be in the qualities of alertness, keenness, quickness, penetration, decisiveness and abruptness; and the more concave the profile and the more broad and blunt the features and body, the more extreme will the individual be in slowness, mildness, good-nature, deliberation and sweetness.

Applying the law of form a little more specifically, we find that each of the features may be either concave, convex or

plane, as well as the whole profile. Each feature has its own significance, and its shape gives an indication of character in perfect harmony with the law of form. It is important to understand these signs, as the profiles of many persons that you will analyze will be neither convex nor concave, but have some features of one type and some of another.

For instance, a very common type is the one described early in this article, that with convex forehead, eyes and nose, and concave mouth and chin. Another common combination is just the opposite, with concave forehead, eyes and nose, and convex mouth and chin.

#### **The Law of Form Applied to the Features**

A study of the features, as to form, reveals these characteristics:

A convex forehead, more prominent at the eyebrows than above, indicates keenness and penetration of mind, especially in perception.

A broad forehead, more prominent in the upper portion, indicates a calm, deliberate mind, more inclined to depth and breadth than quickness and penetration of thought.

Prominent eyes show keen perception, quick thought and ready expression.

Concave eyes show slow perception, deliberate thought and hesitant expression.

When the nose is high in the bridge, as a straight, Roman, or hooked nose, it shows quick, positive mental and physical energy.

When the nose is low in the bridge, concave in profile, or flat, it shows negative or passive energy of mind and body.

A convex mouth, in which the teeth are sharp in form and arrangement indicates negative assimilative powers and an inclination to quickness, positiveness and bluntness of speech.

A concave mouth, with teeth broad and flat in arrangement, indicates strong assimilative powers with consequent good nature and mildness and deliberation in speech.

A small, rounded, retreating chin indicates impulsive, quick action, with small endurance.

When the chin is broad, firm and prominent at the point, it indicates slow, deliberate action and good endurance.

These classifications are general. The signification of the form of any feature must be read, not by itself, but in its relation to the other indications of the character of the individual. But I have here stated enough of the specific application to enable you to work out the other indications with the general law of form always in mind.

#### **Chemical Analogy of the Law of Form**

To assist you in keeping in mind the basic distinctions under the law of form, I invite your attention to an interesting and comprehensive analogy in chemistry.

As is well known, all acids are sharp and penetrating in action. They make quick and decided impressions upon the nerve ends of the body, particularly those of taste and smell. They are pungent, corrosive and stimulating. Lemon juice or vinegar are examples. There is something decisive about their taste. They stimulate an active flow of saliva. There is no doubt in your mind as to what you have taken into your mouth.

Opposite to the acids in the chemical world are the alkalis. They are mild, slow in action, produce less decided impressions upon the nerves and organs, and are often soothing in their effect.

You will readily get the analogy.

Persons with convex outlines are like acids in their action. They are alert, positive, penetrating, and always produce decided impressions upon the senses of those with whom they come in contact.

On the contrary, those with concave profiles are analogous to the alkalis—mild, slow in action, less penetrating, produce less decided impressions and have a soothing effect upon others.

The man of the "acid" type is acid in all his activities. That is his manner of expressing his force in action. He is aggressive, stimulating others, refreshing and energizing. And the man of the "alkali" type expresses his force in accordance with his calm, deliberate, good-natured, soothing temperament. This is the type of man who is called upon to pour oil on troubled waters and restore the equilibrium of things.

There is still another way in which to apply the law of form.

An old saying has it that "extremes meet." And in one respect, these extremes of the "acid" and the "alkali" types meet. It is a law of chemistry that the cruder and simpler the chemical compound, the fewer its number of possible combinations, and the narrower is its range of relationship to other compounds. This is true, not only in chemistry, but throughout animate and inanimate nature as well. And it is also true of the extreme types under the law of form in human temperament.

Those with the greatest development of the "acid" temperament and those of the extreme opposite or "alkali" temperament have a much narrower range of association than those formed on the plane or balanced type. These last represent the more complex chemical compounds that have a wide range of chemical association.

Hence we find the balanced type more adaptable, less inclined to narrow specialization in work and social relations than the more extreme types.

#### Human Analogies in the Fruits

Still another analogy that many have found helpful, as well as entertaining, in the study of human nature under the law of form, is the likening of people of the various types to the different fruits.

The laws of nature and of human nature are ever the same, and there is more than a fanciful analogy in some of the examples here given.

First of all may occur to you the lemon. I have sometimes seen the fruit dressed up in the form of a doll's head, with the sharp end representing the nose. Here you have "acid" features, plainly enough, and of the extreme type. And there are human lemons. You may take that to be slang, if you like, but let me remind you that the lemon is a most valuable fruit, and that its positive, pungent, penetrating and refreshing juice is needed in the world.

Another slang expression refers to some people as "peaches." And that is not a bad analogy, either. Round, smooth and all curves and dimples, the peach is a good

representative of the mild, sweet, easy-going, pleasant people who resemble it.

You sometimes hear people spoken of as "banana-faced." This is another good likeness. By banana-faced, of course, people mean to describe those of extreme concave profiles. And what fruit has less acid in it, is more delicate and undecided in flavor than the banana?

Then there is the strawberry—piquant, pointed and highly acid. It, too, is true to the law. And so are the human strawberries.

So we might point out the cherry, the plum, and even the Ben Davis apple.

Some people are delicious-looking and appetizing on first acquaintance, but woody, sodden and insipid at the last.

Others remind us of the pineapple and the cocoanut—prickly and rough on the outside, but fragrant, rich and palatable underneath. You have known such people—know them now.

#### Something not Determined by the Law of Form

Care should be taken in judging people under the law of form not to try to make it indicate too much. Especially is this true in regard to the social natures of the two types. Many students have a tendency to get the erroneous impression that every one who is of the "acid" type must necessarily be bad-tempered, ill-natured and cross-grained, while those of the "alkali" type must be charming and attractive.

This may or may not be true.

The law of form does not wholly govern the social attractiveness of the individual. It plays its part, it is true, but there are other factors of importance that must be taken into consideration. Persons of either type may be socially either attractive or repulsive. As a rule, both have their advantages as friends and companions. Both are splendid fellows and charming women—when good of their kind. I can not say that either is superior to the other. Each has his own sphere of usefulness and activity in the world, and we should be poor indeed if either type were missing from among us.

A diet composed entirely of sweetmeats would be neither wholesome nor palatable.



The same would be true of a diet of salads. Both are delicious in proper season and combination—and, as I have said, when good of their kind.

*This is the third of the important series by Dr. Blackford on the Science of Character Analysis, which was begun in the November number, 1910. The fourth of the series will appear in the February number, and will take up the law of proportion.—Editor's Note.*

## The Out-of-Doors

By W. H. Tennyson

SOME one has said that the charm of the out-of-doors lies not in the fact, that it leads us away from civilization, but that it leads us to ourselves.

The rural editor of *The Independent*, remarks that the fascination of land life is "that it unites the well meaning to a single end. The robins and the grosbeaks do what they can for us as well as themselves, and it is a great deal that they do. The honey bees and the bumble bees are humbler, but they are just as important."

In other words, a study of the birds and bees shows that the ruler of all nature demands co-operation, mutuality of interest, service. A day in the country will often lead one to see his own life in a new and truer light.

The logic of John Burroughs, the naturalist, that the bees show lack of reasoning powers because they go on amassing honey beyond what they can themselves use (to quote the rural editor again), "is narrow, and it leaves out altogether the social unity of the universe. The world is not only one by attraction of gravitation, but it is solidly united in its life interests. There is no such thing as serving ourselves alone. We live in and for each other. The world is a hive, and whether we will or not, whatever we do or refrain from doing, affects the whole. Who will take our accumulations after we are gone? All the same we are all gathering, not for ourselves, but for other folk. . . . It is part of the moral arrangement of the world as well as of the physical that we should help each other."

Beautiful theory, you say? No!—more than that—solid fact, the ideal in practice; for the man who attains success in life is

he who makes his ideals actual, he who makes his beautiful theories practical.

Make service the key of your campaign, and see whether or not co-operation, mutuality of interest, service, are real factors in life.

## The End In View

By Jerome P. Fleishman

DON'T strive for the plaudits of the world. Work for the "bully-for-you!" of your own conscience.

External praise but tickles your sense of vanity, and, instead of being stronger, you are somewhat weaker for the temporarily gratifying applause.

The thing you want to keep in mind, the thing you want eternally to hustle for, if you would *grow*, is honest self-encouragement.

Flattery is mightily poor mortar to put between the bricks of your character structure.

Tear yourself and your work to pieces; compare, analyze, think; don't be satisfied until you have put into your work the *best* that is in you, and then work to *improve* that best until you can honestly say, "I am proud of that and glad to stamp it as my very own."

And then, without waiting for the cheers of the multitude, take up the next thing at hand and repeat the performance. That way lies the only kind of success worth attaining.

## Advertising

The same principles which a salesman uses in selling to a single customer must be used by the successful advertising man—the same principles amplified and generalized to apply to a certain class or group or community instead of to the individual. And by just that much, advertising is more exacting in its requirements and greater in its achievements. The advertising man who has any narrower conception of his work, and lesser ideal of attainment, any smaller equipment for his work, should bestir himself. For every day more is demanded of the advertising man, and more will be demanded as the business world comes fully to recognize this estimate of his position in commercial life.—*Mertz' Magazine*.

# Relation of the Science of Economics to the Science of Business : *by* C. H. Ingersoll

*The philosophy and science of business dig deep into truth—they reach high for universal principles—their scope is broad, viewing every phase of life. Business is interwoven with life throughout its whole texture. Hence, no philosophy or science of business can be complete or even workable that does not take this deep, high, and broad view. All business troubles, from the failure of the lowliest worker to get or hold a job, to panics, revolutions, the downfall of nations and the decay of peoples, are a result of ignorant or deliberate violation of the natural laws of success in business—real success, mind you. No good business man, therefore, can afford to ignore the study of any of the allied sciences that, together, make up the science of business. Most important among these is the science of economics—that science relating to the subject of wealth, its nature, production, and distribution, and the relation of humanity to it. The Business Philosopher is fortunate in securing a series of articles on this subject by Mr. Ingersoll, of Robt. H. Ingersoll & Bro., of New York. While a business man of large affairs and unusual success, Mr. Ingersoll is a thorough student of, and lucid writer upon, economics... Other articles from Mr. Ingersoll's pen will follow from time to time. They will deal with subjects of such vital importance as Tariff, Land Ownership, Taxation, Socialism, Conservation, High Cost of Living, and other kindred topics.—Editor's Note.*

**T**HE science of business is, like the science of political economy (or economics), new. What is more logical therefore, than that they should be associated?

Rule of thumb business has for ages subsisted without aid of any of the sciences, but as business men have now started to question what aids they need from the dominion of science, it is none too soon to consider economics.

The very name implies a subject of fundamental importance to business, and a definition of it starts a most interesting train of thought. Political economy deals with the subject of wealth, its nature, production and especially its distribution and the material relation of humanity thereto.

This is a pretty "large order" it must seem to anyone on reflection—quite enough to engage the attention of a business student for a time.

I have said economics is new. Not only is this true, but it is in a most nebulous condition as a science. Why a subject of such vital moment to humanity has not been fully exploited, is one of the few great puzzles; perhaps it is consistent with the evolutionary process; perhaps it is the fault of the educators; possibly a result of conspiracy between the latter and the beneficiaries of a system based on ignorance of economics; or we may, with a sigh, con-

clude that it is no more astounding than that business has gotten on without science for all these ages.

## Slow Development of the Science of Economics

The first formulator of any general theories of economics, was Adam Smith, in the Eighteenth Century, though crude views had been previously expressed, and some abstract points developed. Smith, with his "Wealth of Nations," and John Stuart Mill, who wrote "Principles of Political Economy" are the only ones recorded and accredited as political economists, though Henry George receives honorable mention in the same category by some "authorities."

The leading controverted points have related to land tenure, limitation of population and definitions of "property."

Political economy has been dubbed the dismal science—and with much propriety if one may judge by some of its tenets, as for example, that which asserts that population tends to increase faster than means of subsistence. Another reason is the ill-developed and conflicting views that have been set down as nature's laws. Complicated and obviously absurd theories have added to the confusion and all told, little respect has been gained by its exploiters for this science.

Yet the demand for enlightenment has been recorded and enough of the principles uncovered to prove at least that there is "a science" and a mighty interesting one. Indications are daily multiplying that this science is the one most fundamental and vital to present day conditions. It is being turned to most hopefully by students in every field of uplift, as possibly holding the key to their especial need. And what is more logical than that a business student should do this very thing?

Business is concerned with the mechanical and commercial departments of wealth production and distribution, with which economics deals in the abstract; in other words, all business is economics though all economics is not business.

That the business promoter therefore, should understand clearly the conditions underlying all business activity, would seem the first prerequisite, and there can be no question, that as business approaches a scientific basis, this must be recognized.

#### Penalties of Ignoring Economic Laws

In so far as business is a gamble, a matter of special privilege or monopoly, or as it may exist in a non-competitive atmosphere, it may be oblivious in a measure to economics, but if its existence must depend upon its merit, the time is rapidly approaching when it must recognize economic law or fail.

From this conclusion a large and wholesome demand may be predicted for economic information, especially if the implications heretofore recorded as to the present ignorance on the part of business men concerning both business and economic science, be confirmed; and, if it has not already become so, may in the future be most important in developing economic knowledge.

I am of the opinion that one of the greatest forces that has resulted in the growth of economics as a science and is compelling its study, is business; this both directly and consciously, and indirectly through the development of our present highly specialized industrialism, of many problems for which economics offers the only solution.

We have come to recognize ours as the age of production; especially where effected by mechanics (and that is almost uni-

versal), the world's productiveness has multiplied beyond human conception in the past fifty or one hundred years. That this situation might persist under conditions of ignorance of economic law, is incomprehensible. There are those who believe that this is true, and that for this reason acute conditions are rapidly developing without any recognized remedy, and that a reaction in the form of a revolution is inevitable, but I am more optimistic, though I do not fail to note the alarming signs; I have confidence that remedies are known and will be used in time to forestall revolution.

Such confidence, however, would be fatuous if not based on an awakening which has not yet taken place. Of first importance is the awakening of the business mind to the fact that its interests can be conserved only by adherence to economic law.

If the school of business is to be conducted wholly on empirical lines, and deal only in tips as to how to get there—to teach the tricks of business—then business may look for the day when it will have some strange tricks forced upon it, but if the new business school so broadly defines "Science" as to have it include ethics and economics, its power will increase.

But there will be a new and closer definition of the word "Business" in the meantime. Business now includes monopoly, and the unscientific though not ineffective business school has prominently in its curriculum, not only how to work a monopoly for all there is in it, but also how to secure the monopoly.

"Business as a cinch," is the way some of our "biggest and best" business men have looked upon it, and if we are looking for light along this path of emulation (and it is only too true that such are the ideals that largely prevail) we need no assistance from economics, unless the term may be conveniently misconstrued.

#### Some New and Better Ambitions

I doubt if economics will show the way in the easy money game sufficiently plain to please many of our young students. I doubt whether the making of millions over night lies this way. I doubt whether economics would place approval on many of the vast fortunes that have been so quickly

amassed in our present day business. This is perhaps the biggest reason why economics is called the dismal science.

In fact economics does not appeal ideally to the ambition of the business student, as at present adjusted, but rather to a new ambition which I might state thus:

To be big in business but not in dollars;

To be in business and yet be on speaking terms with conscience;

To separate business achievement from the money-lust and yet to have a healthy regard for money;

To make business respectable and therefore enjoyable by freeing it from subsidies, monopolies and cinches;

To restore equilibrium long since lost between investment of effort and capital, and the emoluments in business;

To make business democratic under the maxim, "equal rights to all, special privileges to none."

"A logical statement of your dismal science!" many will say—and they will be the "monopolistic bunch," or the poor devils that are only too willing to be devotees of of the Golden Calf.

Nowhere may be found such earnest defenders of "what is" than in business, and especially if it's *big*, for the same reason that I have expressed as warranting my belief that economics will be sought by business men, i. e., it concerns their pockets.

But I am not seeking to make conversions, except in this limited sense: I would like every business student to acknowledge that there is a code of economic laws just as immutable as any of Nature's laws. As to what they will do in view of them, is for them to decide.

If they want to play the game for all the money to be got, I acknowledge that a few of them can get more by disregarding the law, but I am also advising the others that it is at their expense that these are operating; for economics covers the same general conditions in business that it does in society at large, which is that when the rich grow richer and the poor poorer, there is calamity for all. And the cause in each case is the same, i. e., monopoly.

#### The Gist of the Message

Economics teaches that humanity is interdependent; that the injury of one is

the injury of all. Cannot a business man accept this golden rule without entering the theorist class? If it is true, he has always been governed by it; were it not better for him to know it and save himself loss of both self respect and cash due to his ignorance?

I disclaim any intention of preaching any sort of new gospel, except that of "*Know Economic Law*."

I utter no threat, except that of natural consequences. I believe that evasions of the law are of but temporary advantage, and that true business science must line up with justice as taught by economics before very long.

Nor do I preach any self-denial, or consider that any will be involved in a readjustment of business conforming to economic law; that is, any denial of what rightfully belongs to a man in business.

I believe fully in the maxim, "Business is business," and have not seen in the school of economics I have studied, any denial of big enterprises and generous profits. But I do believe that as economics prescribes a more equitable as well as more equal distribution of wealth by clearly defining and recognizing the rights of labor and capital, and denying any to monopoly, its laws applied to business will find as effective action in curing the ills that beset commercialism.

In conclusion, I do not seek to connect business with economics, as an academic matter, nor ethical, moral or religious, but as an intensely practical and vital one.

Substantial progress can come only along right economic lines. There is an economic cause behind every commercial irregularity which we are setting down as a phenomenon. If we want real progress that we can understand and depend upon, we must have economics. This is just ordinary business sense.

And then if you want to consider "ideals," why, economics will show you the straight road to them—only as you approach them you'll exclaim, "Why do we call these 'ideals'?" They also are nothing but plain business sense."

"Cynicism is a small brass field-piece that eventually bursts and kills the artillery man."—*T. B. Aldrich*.



### For Wiggins' Sister's Sake

**F**OR all that Wiggins is a little club-footed in his sense of humor, muscle-bound in his mental processes and left-handed in tact, I have sometimes suspected the good old fellow of guile.

Otherwise, why should he have brought Neigh Poole to the office with him every day of the awful week that the young stock broker was down from San Francisco visiting Wiggins' sister?

Fussberg expressed our thoughts about the third day. Wiggins had just left with his protegee for the links, after a morning that had threatened homicide—or, perhaps, I had better say infanticide.

Thus Mr. Fussberg:

"I hate like cigarette smoke to do anything that might annoy so nice an obstruction fool as Wiggins, and I suppose Maggie will reproach me for mussing up the office, but if young Poole brings here anything more like this morning's brazen offering, I'm going to spatter him on those cold stones out there in the vestibule. I thirst for knowledge and am desirous of fitting myself to play my little part in my small world. But it makes me dizzy to take my wisdom straight and in such heroic doses as Poole administers."

"But he really is clever," objected Dubheimer. "And, besides, he seems to have made a great hit with Wiggins' sister."

"That settles it," fired Fussberg, picking up a rubber band. "If that solemn old innocent has no regard for his sister's future happiness, no one shall say that I was remiss in my duty. I shall mascerate the insect with this."

### Ever Heard Anything Like This?

But the next morning Wiggins had the cub in tow, as usual. And, as on the three

previous mornings, he encouraged him to talk. I am a man of peace, so I kept my eye on Fussberg.

It hadn't been difficult to get the lad to talking, of course, but I think it was Wiggins' apparent adulation that inspired him to eloquence.

"These Sunday school boys that talk about the Golden Rule in business make me tired. All this talk about the square deal is buncombe. It may win in the long run, in some lines of business. But in most cases, the man who monkeys around with it finds that he has been holding the bag, while his smarter competitors swiped the swag. In a business deal, let the other fellow look out for himself. That's what he is there for. I am there to do him—and do him good—if I can get away with it. And I mostly get away with it, too, if anybody should send you a night-letter making inquiry."

"I should say you do!" admired Wiggins.

Fussberg squirmed and began to finger his letter opener.

"And of all the sour, thin gruel that ever gagged a real man, this piffle about fairness to competitors is the most sickening. The only fair way to treat a competitor is to kill him off—if you can. I have put more than one pirate out of business. If I don't push him off the boards in a pitched battle, with no quarter asked or given, then I'll gumshoe up behind him and slip a knife between his shoulder blades. Why not? He would do the same thing to me if he got the chance?"

"Great!" uttered Wiggins.

Fussberg was breathing hard.

"Then there is the pale platitude about hard work. I never did a day's real work in my life, and I don't intend to. You



fellows work like slaves here eight and ten hours a day, and more. And what do you get for it? A weazened little old ten or fifteen dollars a day. I can go out and pick up fifty or a hundred dollars on the side almost any old day—easy money. I might just as well cop it, because if I don't someone else will."

"Sure," breathed Wiggins, looking at Socratic—rather longingly, I thought.

Fussberg mopped his face.

Socratic serenely went on reading his mail.

"I'm going to be a millionaire several times over by the time I'm thirty," went on the fatuous voice, complacently, "but I can't wait for any slow coach methods if I am. I travel light and make all the short-cuts. Money will buy anything and everybody. Every man has his price. If you have money, you have everything. If you haven't, it's you for heavy toil and little pay. After I have the coin, then I can amuse myself with being a pink tissue paper saint if I feel like it."

"Money talks," agreed Wiggins, again looking at Socratic.

Fussberg's letter opener snapped in his fingers and he relieved his feelings by some language.

#### The Other Fellow's Experience

Socratic laid aside the letter he was reading and, for the first time, seemed conscious that the youngster was in the room. He looked at him kindly.

"A man is a dub that won't learn by experience, isn't he?" he gently suggested.

"Gamble on that, bo," swaggered the youth, lighting a cigarette. "Your Uncle Neigh never gets stung more than once in the same place."

"Hurt any to get stung the first time?"

"Sure it does. But you get your money's worth in experience at that."

"Why not let the other fellow get stung and you get the experience?"

"Do when I can. It's the cheapest experience you get."

"That's mighty clever. Know San Francisco pretty well?"

"Like my own pockets."

"Would you change places, today, with any of the old crowd that was living by its

wits there ten years ago? Honest, now, can you think of even one of them whose shoes you'd like to wear?"

Poole was thoughtful for a few minutes.

Fussberg seemed to breathe a little easier.

But the lad pushed out his chin and came back. "Do you mean to insinuate, sir, that I am living by my wits?"

Fussberg tried to loosen his collar.

Socratic's placid smile was as innocent as a child's.

"Did my question seem to you like innuendo? I beg your pardon. I merely wished to know whether you would be glad to change places today with any of those who, ten years ago, were getting money from people by cleverness, without rendering some equivalent value of goods or services in return. Would you?"

#### Getting a Line on the Millionaires

Poole uttered another silence while he painstakingly tried to kick a red swastika out of the pattern of our long-suffering office rug.

Fussberg's pulse was more steady.

And, horrors! I thought I saw the fringes of an unholy smile dangling from the corners of Wiggins' stiff mouth.

"Well, I can't say that I would," the kid owned up at last. "Their work was too coarse—that was the trouble with them."

"Very likely," smiled Socratic. "Can you think of anyone in the whole country who has made a permanent success of the kind you would like to make, by scheming to get something for nothing?"

"Why, there are all the big millionaires. They got rich by clever schemes that other people weren't smart enough to beat them at."

"And yet, Poole, is there one of them who didn't work harder than any hired man to give to the people a great industry, a railroad, a great store, or a great bank?"

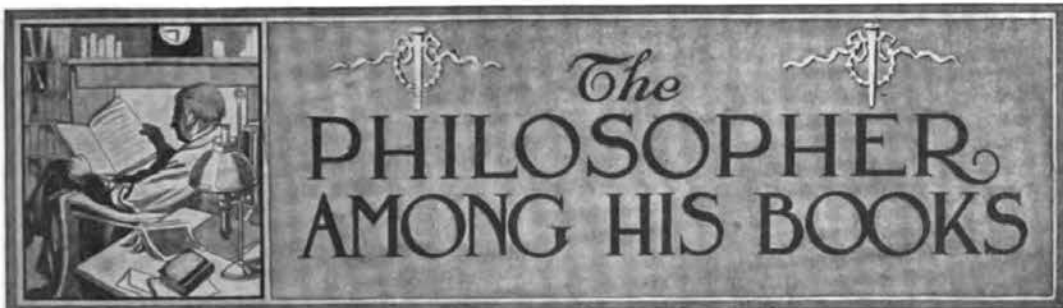
Again the lad was a Poole of silence.

Fussberg was resting easy.

Wiggins was really smiling, the villain!

But Poole hadn't taken the count yet.

"But they took more from the public than their services were worth," he challenged.



**THE PUBLIC DOMAIN AND DEMOCRACY—A STUDY OF SOCIAL, ECONOMIC AND POLITICAL PROBLEMS IN THE UNITED STATES IN RELATION TO WESTERN DEVELOPMENT—By Robert Tudor Hill, Ph. D. Columbia University, Longmans, Green & Company, Agents, New York. \$2.00.**

This is a valuable work for every student of history, sociology, and political science. In it Dr. Hill traces an epitome of the history of the race in the brief history of the United States.

Especially does this apply to the West. In his preface, the author quotes Loria: "America has the key to the historical enigma which Europe has sought for centuries in vain, and the land which has no history reveals luminously the course of universal history."

Briefly, the work, which is voluminous, and bristling with facts and statistics, points out the development of a democratic ideal through the opening, occupation and exploitation of the Public Domain, and the opposite tendency, operating also as a result of the Public Domain, toward monopoly and its attendant oligarchical and aristocratic ideals.

The great spirit of the West is the spirit of individualism and optimism. With plenty of land for everyone, the rights of the social entity were lost sight of. There were exploitation, waste, land-grabbing, excessive railroad grants, and other abuses that arose out of the doctrine that there ought not to be any curtailment of individual rights. But this has now gone so far that a very few individuals enjoy the fruits of this great freedom, society as a whole suffering from it.

Dr. Hill says: "The democratic ideal proposes for the individual a maximum of personal freedom consistent with social rights. In America the first part of this ideal has been embraced; but the remainder, much of the time apparently has been forgotten or given but secondary thought. American experience may well be cited as an illustration of the results of the application of one phase of an idea without a proportionate observance of its other features."

The remedy, of course, is to limit individual liberty wherever it encroaches on the welfare of the social whole.

"Some form of social control must be devised," says Dr. Hill, "for the only way to extend liberty, paradoxically, is to limit it. That this is of double importance, too, lies in the fact that

it is only with liberty that we may hope for continued progress."

That it is the West itself that is now the stronghold of the ideas of conservation, regulation of corporations, the defense of the people against privilege, and other popular movements for social control of individual activities, the author regards as one of the hopeful signs of the times. But he refrains from pointing out any one sovereign remedy for the ills that his book describes. His purpose is rather to give the facts and their significance and allow the reader to draw his own conclusion as the best way to solve the hard and complicated problem that confronts society today.

**IN THE GRIP OF THE NYIKA—FURTHER ADVENTURES IN BRITISH EAST AFRICA—By Lieut. Col. J. H. Patterson, D. S. O. The Macmillan Company, New York.**

This is one of the many books dealing with exploration and hunting in Africa that have been appearing in more or less profusion since the adventures of one of our own prominent figures in that land of lions and wildebeests. I don't care much for hunting, and I hate to kill my fellow creatures, and yet I read the most of this book. It was an interesting study in anthropology and evolution. Here was a man who, supposedly, had plenty of money to buy good beefsteak and onions at home, to sleep in health and comfort in his own dry and cozy bed, undisturbed by flies and mosquitoes, and to have his food well cooked and appetizingly served. And yet, because his remote ancestors had to go out and kill some wild thing before they could break their fast, this product of what we love to think is a gentler civilization must needs go into the jungle, risk his life in a hundred ways, sleep in discomfort—when he could sleep at all—get tropical fever and nearly die, eat unwholesome and badly cooked food, served in the crudest possible way, and take upon himself the hardships of bossing a gang of savage and mighty touchy porters, just for the sake of pumping cold lead into a few innocent creatures that never harmed him or anyone else. Far be it from me to say that he hasn't the right to do it if that is his cosmic urge. But, by hard exercise of my cerebral brain cells, I can think of a great many things that a grown man might do that would benefit

the world more. Anyhow that is the way it seems to me.

Notwithstanding all this, the book, as I said before, is interesting. Colonel Patterson had a man and his wife along with him on one of the hardest of these trips, and he had a lovely time with that pair. The woman was a good rider and a first-class shot, and did some very bloody killing herself. This may not be in full accord with our ideal of the gentler sex, but let us not be captious. The man was sick most of the time until the caravan arrived at a rather ticklish place in their march. Then, either by design or by accident he managed to kill himself with a revolver. After that the brave Colonel had a weeping widow on his hands along with a mutiny among his porters, who had taken advantage of the excitement and stolen all the guns. He shows up strong here. By pure bluff, or—to put it into more dignified words—by the exercise of a strong, courageous personality, he backed the rebels into a corner and took their firearms away from them.

Afterward, he was taken with African fever, and would doubtless have died had it not been for the excellent nursing he received at the hands of the widow.

From a geographical, botanical, and natural history point of view, the work is instructive. It is profusely illustrated with half-tones and photographs taken by the author.

THE LIVING THOUGHT—By Will J. Erwood. Will J. Erwood Company, Elkhart, Indiana. Postpaid, \$1.

This book is a collection of nine essays, most of the material for which was derived from lectures given at various times and places by the author.

There is nothing that is startlingly new in the book. It is the usual line of inspirational argument for clean, pure, constructive, serene, confident thought. It has the advantage of being well and forcibly expressed, so that I should think it might stimulate some people to do a little thinking. And if it does that, the author will not have written in vain. Nor will this review have been published in vain.

There is so much that is good and true in the New Thought movement, and there are so many good people in it and getting a great deal of good out of it, that I often wish that its leaders wouldn't go to such extremes—that they would be a little more moderate in their claims. There may possibly be an adept here and there who can realize in his own life all that they so glibly say belongs to him, but the great mass of poor mortals—even the most enthusiastic New Thinkers, sometimes—fail to attain anything like such heights. Thus the whole thing is, in a measure, discredited.

Then I wish, too, that bright, earnest men and women who write these New Thought books would refrain from handing out that which is the merest speculation as if it were demonstrated truth. This oracular assertion that a thing is true—a kind of nonchalant assumption

of divine wisdom and infallibility—may be the easiest way to build up an argument, but it doesn't impress thinking men very deeply.

Now, Mr. Erwood, although a zealous New Thinker, is more than usually free from these faults. His book should therefore have an appeal to readers to whom the mass of New Thought literature must seem like unintelligible vaporings.

FROM THE BOTTOM UP—THE LIFE STORY OF ALEXANDER IRVINE—Doubleday, Page & Company, New York.

It is all about a little Irish lad that never had a square meal until he was along toward ten years old, and never wore shoes summer or winter until after his first square meal. He has been over most of the world, in all kinds of adventures and hardships, and was, at the time that this book was written, the lay minister of one of the principal churches in New York city, and a successful magazine writer.

On the way up from the bottom, Alexander Irvine was a farm hand, coachman, coal miner, marine soldier in the British Navy, member of the party that went to Khartoum to rescue Chinese Gordon and failed, champion pugilist of one of His Majesty's fleets, one of the unemployed in New York City, city missionary in the lowest bunk houses of New York's East Side, pastor of a mission church in New York, out of work again in the West, pastor of a church in the West, leader of mission work in Yale University, pastor of a Congregational church in New Haven, Connecticut, pastor of a radical people's church in the same place, member of several labor unions, labor leader, farmer, socialist leader, iron miner, and then preacher again.

All the way, Irvine was growing. All the way, he had a passion for humanity. To him, every circumstance meant an opportunity for him to lay hold somewhere and help some of his fellow beings.

Once, when he was just about to jump into the river and end it all, he put off suicide long enough to dash through the smoke and flames and rescue a child from a burning dwelling. And he came near suiciding in the attempt. But, fortunately, he escaped. Otherwise this great, true story of a life would never have been written. And that would have been a loss to the world. I say this with the full knowledge that this Irish lad has not always been just the wisest in his choice of words and deeds. He may even be mistaken about some things today. I am inclined to think that he is. But he is courageous, has a keen wit, a smiling face for everyone, and has plenty of good red blood in his veins. Such a man will leave the world better for his having lived, despite mistakes.

And blessed are the horny hands of toil!

The busy world shoves angrily aside  
The man who stands with arms akimbo set,  
Until occasion tells him what to do.

—James Russell Lowell.



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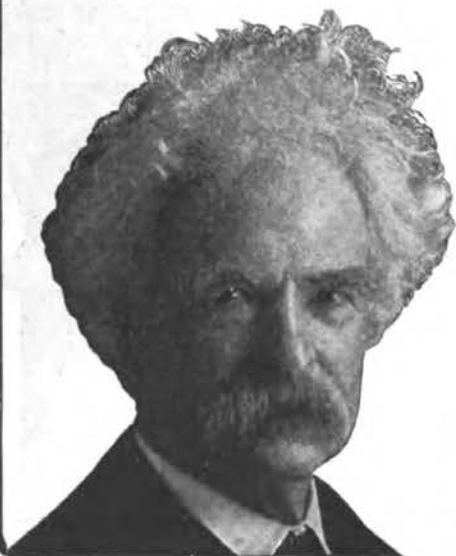
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We can teach you an honorable and profitable profession in a few months, which will insure your financial independence for life. We can make you master of your own time—to come and go as you will—an honored and respected citizen, with an income of \$3,000 to \$5,000 a year. We teach you this pleasant, profitable profession by mail, right in your own home, at your own convenience, and without interfering with your present duties. It makes no difference how old you are, any person—man or woman—with just an ordinary common school education, can learn Mechano-Therapy. It is easy to learn and results are sure.

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Dept. 325, 120-122 Randolph Street, Chicago, Ill.

GENTLEMEN:—Please send your book, "How to become a Mechano-Therapist," free of cost to me.

My Name.....

My Post Office.....

R. F. D. or St. No.....State.....  
(Write name, town and state very plain)

Try to realize what this opportunity means TO YOU. If you are contented, and willing to drudge for others all your life for a mere pittance, our proposition may not interest you. But if you have a spark of manhood or womanhood left—any ambition whatsoever to improve your condition socially and financially, learn this pleasant profession. It will make you independent for life. It is so easy—so VERY easy—to get all the details—without trouble or expense. Simply sign and send us the coupon now.

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No matter what your occupation may be, Mechano-Therapy offers a new field for improving your social and financial condition. Hundreds of men and women have taken up Mechano-Therapy and many are today independent and earning big money.

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Statements of our graduates below verify every claim we make. What these men and women have done you may do. We do not give addresses of people whose testimonials we print. If you are interested we furnish them on request.

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Dr. W. F. Leslie, M. T., writes: I am making from \$10 to \$15 a day and work seven days a week. I am busy all the time.

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SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# About Remembering

By ELBERT HUBBARD



Henry Dickson

America's foremost authority  
on Memory Training and Principal  
of the Dickson School of  
Memory.

For some long time I have been promising myself to write up my good friend, Mr. Henry Dickson, of Chicago, and I have not forgotten.

Mr. Dickson is teaching a Science or System, whichever you choose to call it, which I believe is of more importance than the entire curriculum of your modern college. Mr. Dickson teaches memory. Good memory is necessary to all achievements.

I know a man who is fifty-five years old. He is a student. He is a graduate of three colleges, and he carries more letters after his name than I care to mention. But this man is neither bright, witty, clever, interesting, learned nor profound. He's a dunce.

And the reason is that he **CAN NOT REMEMBER**. Without his notes and his reference literature he is helpless.

This man openly confesses that he cannot memorize a date or a line of poetry, and retain it for twenty-four hours. His mind is a sieve through which sinks to nowhere the stuff he pours in at the top. Education is only what you remember. The lessons that you study into the night and babble about the next day in class are rot, unless you retain them and assimilate them by the slower process of memory. You cannot gulp and discharge your facts and hope they will do you any good. Memory only makes them valuable.

Every little while in business I come across a man who has a memory, a **TRAINED MEMORY**, and he is a joy to my soul. He can tell you when, where, why, how much, what for, in what year, and what the paper said the next morning.

Like this man is another, the general manager of a great corporation in a Western city. He never misses a face. If he sees you once, that's enough. The next time he'll call you by name, inquire about the folks at home and ask if you have recovered from that touch of rheumatism.

He told me how he did it. He told me that he studied memory-training with Professor Dickson of Chicago. Also, he said a lot of nice things about Professor Dickson that I hesitate to write down here lest my good friend Dickson object.

This Dickson System of Memory-Training, as I understand it, and I do understand it, is very simple. If you want to enlarge your arm to increase the power and strength of your muscle, you exercise it. The same with

your mind. You must put your brain through a few easy exercises regularly to discover its capacity. You will be surprised, when you go about it the right way, to know how quickly it responds to you. To the man or woman whose memory plays you tricks, I especially recommend that you write to Professor Dickson to send you his literature. It will cost you nothing, and if his credentials and recommendations and the facts he sets forth do not convince you, you are not to be convinced—that's all. You do not know when you will be called to stand on your feet and tell what you know; then and there a trained memory would help you.

You've sympathized with the little girl who stuttered her "piece." But you've wept for the strong man who stammered and sucked air and gurgled ice-water and forgot, and sat down in the kindly silence. In the child it was embarrassment, but in the adult it was a bad memory. Professor Dickson's System can give you a **BETTER MEMORY** because it is based upon right principles. Write and ask Professor Dickson to tell you how he trains the memory.

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Prof. Henry Dickson, 938 Auditorium Bldg., Chicago  
Send me your free book "HOW TO REMEMBER."

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SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Are You a Big Man?

**D**O you feel competent to take a position involving large organizing and executive ability? Have you confidence in yourself strongly enough to think that you could really earn an income of from \$3,500 to \$10,000 a year? Can you exercise authority and be responsible for results?

Are you satisfied with your present work, your present rate of achievement, your present income? Or would you like work that would call out all your powers, a chance to show what you can do under the best of conditions, and an income that will put you on Easy Street whenever you care to live there?

Think these questions over carefully. They may be the turning point in your life. They have been in the lives of others. And when you have thought it all out, then fix your determination.

You know what a demand there is for trained executives—especially sales managers. You know that a truly successful sales manager—one who gets the business and gets it right—can pretty nearly name his own figures.

And, if you have the right stuff in you, there are more places open to you right now than a regiment could fill. Your big problem is to get the training and the opportunity to show what you can do.

So, as if your life depended upon it, listen to this:

*You can get the training for these big jobs at the Sheldon Business Normal. And you can get the chance to make good as a graduate of that school.*

Here is what happened at the first session, held during the summer of 1910:

Of the students enrolled, every one finished the course.

Of those who finished, fully four-fifths are now representing the Sheldon School, some as general agents, in charge of important territories, organizing the work, training their assistants and managing their own business.

Others are district managers. Still others are assistant agents.

And these men are making good.

Others are in business for themselves in other lines and are realizing the benefits of the Business Normal course. Some are occupying important positions with large corporations.

Proprietors and managers were on the lookout for the graduates of this class.

This spells Opportunity to you in big letters.

Now is the time to begin to look the thing in the face seriously.

Hold some important executive sessions with yourself and answer the

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

questions at the opening of this advertisement honestly.

The next session will be held at Libertyville, Illinois, beginning Monday, July 3, 1911, and will run for ten weeks.

The course will include:

*First*—Personal study and class instruction in:

(a) The Science of Business Building, which is the fourth edition of the Science of Successful Salesmanship.

(b) The Science of Service.

*Second*—An extensive series of personal lectures by Mr. Sheldon, assisted by specialists, in Salesmanship and Business Economics.

*Third*—A course of lectures on Character Analysis, or the reading of Human Nature.

*Fourth*—Frequent drills in the Art of Salesmanship and Sales Management.

This course of study leads to the appointment of those students who desire to take up our work, and who

shall be selected as being worthy and qualified, to immediate positions in connection with the work of the Sheldon Schools.

The gross earnings of those who prove successful in these positions will not be less than \$3,000 a year. Experience shows that earnings of \$10,000 can be realized by men thus trained and employed.

You who are now well placed in a congenial line can get here the training you need to ginger up and build up the work of your sales department.

The class is also open to employers who find the training of competent sales managers a problem.

You find here quick, sure, sane, tried, plain, direct, and scientific training for efficiency in sales management.

Now is the time for you to begin to get sales data on this most unusual opportunity. Time is short. You can begin planning now to come.

Write to us right away, and we will answer, giving full particulars.

## The Sheldon Business Normal School

THE SHELDON BUSINESS NORMAL SCHOOL,  
Libertyville, Illinois

.....1910

Will you please forward full particulars regarding your session for the summer of 1911, as advertised in THE BUSINESS PHILOSOPHER for January.

Name .....

Local Address.....

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## Banish Disease! Annihilate Fear! Incarnate Health!

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I WANT about twenty-five live men, previous experience unnecessary, who are willing to spend two weeks' time to prepare themselves to earn from \$5,000 a year up, as general agents for Sheldon University Press. I have personally demonstrated that a man can easily earn at the rate of \$10,000 at this work. And I am willing to devote two weeks of my time to the personal instruction of twenty-five men in the way to do it. This class will be open to the twenty-five selected out of the list of applicants, free of all tuition, on Monday, January 2, 1911, and will close Saturday evening, January 14, 1911. It will be held in the Administration Building of The Sheldon School near Libertyville, Illinois. Mail me this coupon today for further particulars.

MR. A. F. SHELDON, Sheldon University Press, Libertyville, Illinois:

Please send me full particulars about general agency for Sheldon University Press.

Name .....

Address .....

City and State .....

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## Learn How to Think!

The Sheldon School wants an opportunity to explain to you, **free of all cost**, how it is making thinkers out of men who before were mere plodders. Are you ready to hear the story?

The big prizes in the world of business, the **big positions**, the **big salaries**, are going to the men who can think ahead. "How to develop thinking ability" is a matter of training—training that you can ac-

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The Business Building and Salesmanship Courses of **The Sheldon School** will easily put you in harmony with the fundamental laws which develop thinking men.

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**The Sheldon Book** is one of the most interesting pieces of business literature ever prepared. It outlines the **Sheldon Idea** and explains how **Sheldon** has applied all the laws of mind training to everyday business needs.

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improved their ability to think through Sheldon teachings.

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**The Sheldon  
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1096 Republic Building,  
Chicago, Illinois

**The Sheldon School, 1096 Republic Bldg., Chicago**

Please send me **FREE** copy of **THE SHELDON BOOK** and full information regarding Sheldon Methods.

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An indexed and gummed blankbook, full letter size, loose leaf, in which to paste form paragraphs to be used in answering all kinds of correspondence.

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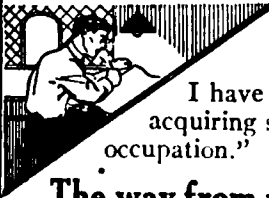
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## The way from wage-earning to business management

and how you can make that way upward in the business world *your own*.

I have succeeded—others have succeeded with me—this is Success's invitation to *you*.

## Disappointed ambition is the curse—fulfilled ambition the glory—of any man's life

The average man who *succeeds* in this world is the man who realizes he was not born to set the world on fire—but aims at a goal within his reach and keeps on with courage, persistence, and intelligently directed *purpose* until he gathers the sweet fruits of his labors.

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And how many men have died from disappointed *commercial* ambition simply because they did not *know how* to succeed is beyond the count of any earthly record.

But the number of successful, life-enjoying business men is growing every day. In the past, men have pursued and acquired *academic* knowledge—this is the day when men seek and acquire *business* knowledge through avenues such as *I offer you*. Will you profit by my experience?



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Please send me full information, illustrated with photos, about how you and other men have succeeded in the Commercial Agency Business, starting without capital.

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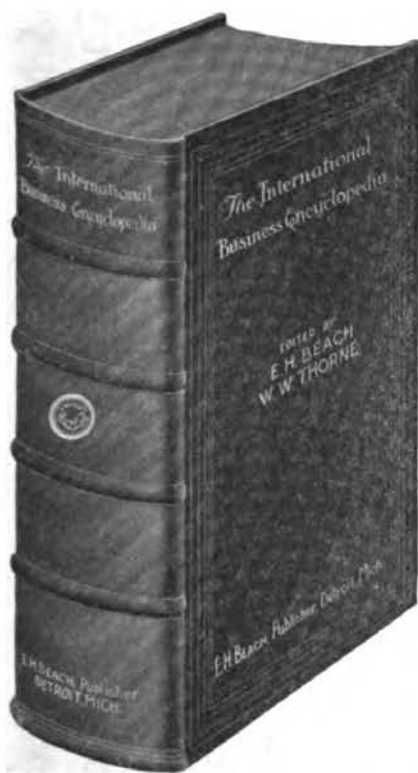
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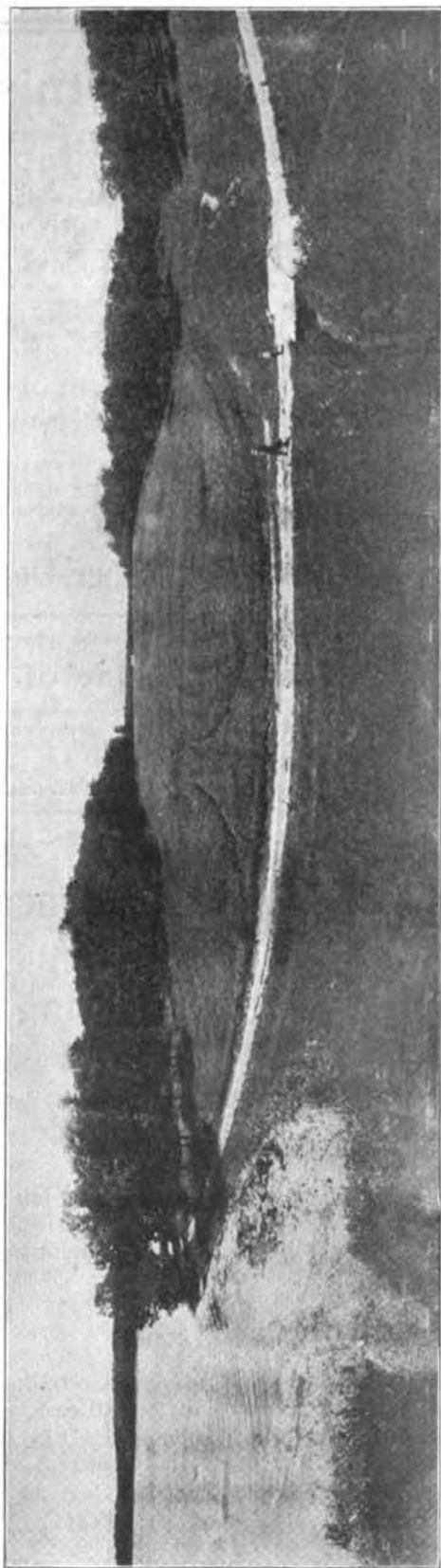
SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

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# YOUR SUMMER HOME



SHORE ACRES SUBDIVISION, LAKE EARA

**O**F COURSE you want to own a summer home. There is something in you that calls for woods, meadows, cool waters, and broad, comfortable porches, when summer comes and brick walls and paving stones shimmer and quiver with the heat. You need rest and relaxation.

You may have to be in the city on business during the day. But you are refreshed and renewed by the evenings and the week-ends at your summer home.



And it makes you glad to know that wife and babies are away from the glare, the blare, and the dust, getting strong and rosy at your summer home.

No, this is not a millionaire's dream. That summer home is within your reach. And, if your business is in Chicago, it is only an hour's run from that city—you can come out every night. If further away, you can come Friday or Saturday and stay until Monday.

For your summer home, I have just opened a new sub-division on the shores of Lake Eara—the most beautiful of all the famous lakes of Northern Illinois. It is only thirty-five miles from Chicago—three railways run from it into the city.

There are a limited number of lots, all at reasonable prices—first come, first served. When you buy a lot, you buy fishing, swimming, and boating privileges on Lake Eara. *There is no lake property so near Chicago at anything like the price.*

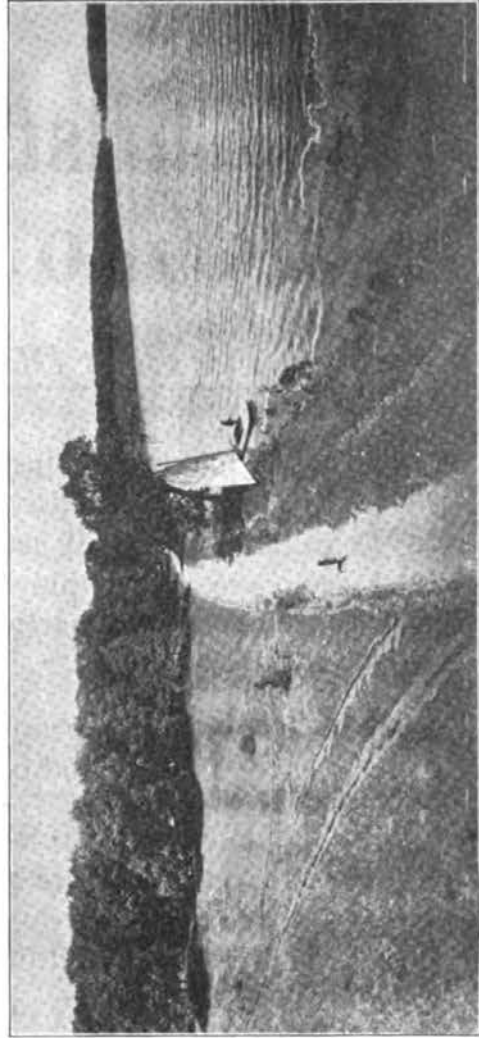
My primary object in opening this sub-division is to finance the first building of Sheldon Commercial University.

I want these summer homes, as far as possible to be owned by Sheldon Graduates or those in sympathy with A R E A philosophy.

*Write me today, saying you are interested  
and I will tell you all about it*

# A. F. SHELDON

LIBERTYVILLE, ILLINOIS



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*Order Early—There is Always a Big Rush  
in Our Book Department in December*

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**Sheldon University Press**  
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SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

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Do you want to put something into the hands of each one of your salesmen that will speed up his sales to record pace?

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**Sheldon University Press, Libertyville, Illinois**

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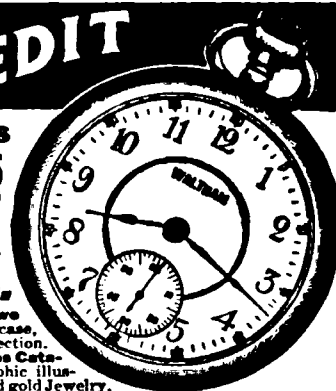
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☞ Let us do the work for you. Twenty thousand employers use our service to secure capable men for Sales, Executive, Technical and Clerical positions paying \$600 to \$10,000 per annum. Hundreds of the finest opportunities are referred to us daily.

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# GET TOGETHER PAGE

In this page our subscribers will have the *free use* of a four line space for one insertion. In this space they may advertise themselves for sale or may advertise for the services of some one else. Others—not subscribers to THE BUSINESS PHILOSOPHER—will be obliged to pay 25 cents per line for classified ads. In sending in your ads you should figure seven words to the line so that there will be no trouble over the insertion.

**WANTED—ENERGETIC, HONEST, TEMPERATE** specialty salesman. Two to ten thousand per year. No salary hunting order takers need apply. References and bond necessary. Call or write at once. Commercial Register Company, Buffalo, N. Y.

**AGENTS MAKE BIG MONEY SELLING OUR** new gold letters for office windows, store fronts, and glass signs. Anyone can put them on. Write today for free sample and full particulars. Metallic Sign Letter Co., 431 N. Clark St., Chicago.

**SHELDON GRADUATE, AGE 24, EXPERIENCED** salesman, clean record and best of references, wants manufacturer's specialty line for Colorado. This connects with a live one. Colorado, care Sheldon University Press.

**STATIONERS—TRY ME FOR YOUR STEEL AND** brass embossing dies, seals, steel stamps, etc. Your money back if you want it. Thos. B. Moffitt, Engraver, 117 Hanover Street, Baltimore, Md.

**SHELDON MAN AND A LIVE WIRE DESIRES** agency for any legitimate proposition; experienced at handling salesmen. References: J. V. Guthrie, care Y. M. C. A., Portland, Oregon.

**WANTED—POSITION AS TRAVELING SALES-**man by Sheldon graduate; experienced. Specialty or advertising proposition. Address H. W. Smith, East Randolph, N. Y.

**I HAVE A SUCCESSFUL INVENTION THAT** will reduce cost of making Lapp Weld Pipe one-half; manufacturers in U. S. communicate. Wm. Bowers, Gen. Del., Guelph, Ont., Canada.

**SPENCERIAN COMMERCIAL SCHOOL, LOUIS-**ville, Ky. "Trains young people for business." F

**WANTED—ONE COPY NOVEMBER, 1908 BUSI-**ness Philosopher to complete my files. H. S. Ingvalson, care Nyborg Quick Threading Needle Co., 436 Palace Bldg., Minneapolis, Minn. F

**YOUNG MAN DESIRES TO INVEST IN PROPO-**sition which will net \$25.00 per week. No schemes. State particulars. Address F. Miller, 400 Ferry Street, Newark, N. J. F

**WE NEED SEVERAL REAL SALESMEN TO SELL** French Garters (men's) to jobbers and large retailers west of the Mississippi. Commission basis only. Address A. Greenspan, 59 S. 4th St., Philadelphia, Pa. F

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**A**N ILLINOIS corporation located in Chicago, manufacturing and jobbing a line of staple novelties, has for ten years successfully sold its product by mail to clothiers and furnishers. The owner is now increasing the line, has abundant capital, but wants a few good, reliable salesmen to become interested and sell the goods. They may take stock, if they desire. Arrangements to become effective January next. Young men desiring connections where immediate financial advantage will accrue, and where they may acquire substantial interest, if they so desire, please address, BUSINESS PHILOSOPHER, LIBERTYVILLE, ILLINOIS.

## Wholesale Merchandise Sales Manager Wanted

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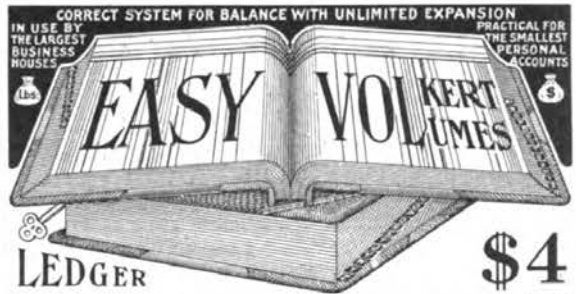
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"Granted, for the sake of the argument, that some of them did, would you change places with those you know did that?"

Some more eloquent silence.

And this time the youth took the count. Fussberg sighed happily.

#### Some Things He Wouldn't Do

Socratic was gentle with his next.

"How would you build, Poole, by laying bricks or by throwing them?"

"By laying them, I guess," admitted the subdued advocate of wealth by stealth.

"How would you go after a harvest, by sowing wheat or by starting a fire in a grain-field?"

"Sowing wheat."

"Would you batter down a wall of opposition by throwing mud at it?"

"Wouldn't work very well, would it?" grinned Poole.

"Which is the shortest road, the straight or the crooked?"

"Euclid says the straight road."

"Can money buy peace of mind?"

"No."

"Can it buy security from worry?"

"I suppose not, or some men I know would go out and buy an hour or two of it."

"Can it buy happiness?"

"Well, you can't be happy without it."

"Granted, but that doesn't answer my question, does it?"

"No, I guess not. If happiness could be bought for money, more people would have it."

"When are you the most easily knocked over—when you stand up straight or when you stoop?"

#### A Gleam of Light

"When I stoop, I guess. I think I get your point, Mr. Socratic. I have always wondered why so many brilliant men wasted their time working and slowly building up their business. I see why it is now. Queer I never got hold of it before. I ought to have known that, in the long run, a man would have to give value for value. I can see now that the rocket makes a great splurge and goes up with a brilliant rush, but it soon burns out all its motive power. I guess you're right, Socratic. Anyhow, it's worth thinking

about. Looking at the thing in one way, I'd be a crank to give up my easy money propositions and do some hard work. But I guess it would pay in the end. I'll tell you the facts. Deep down in his heart, every smooth swindler knows that the game is sure to break all that follow it in the end. And yet he hopes to be the one exception. I make no promises, except that I will think over our talk. The old habits are hard to break, but—yes, Socratic, I'll do my best."

Wiggins was about to do something absurd, like solemnly pumping the young man's hand, when Fussberg carried him off to a golf club committee meeting with a rush.

To make this a good story, I ought to tell how Neigh Poole became a captain of industry by honest methods. Sorry I can't. But Wiggins' sister writes to him that her new husband is making good as a salesman for one of the most reliable of the old bond houses.

#### Pascoe's Human Interest Story

A SLOW, uncanny, dripping, splash of a footstep sounded in the corridor.

Fussberg shivered. Wiggins stirred uneasily in his chair.

Outside our door the slimy Thing stopped. There was a wet, groaning sigh, like the noise of a seal coming up from a long stay below, and Something dabbled with the door knob.

Fussberg tried to whistle "Every Little Movement Has a Meaning of Its Own," but his teeth chattered and he couldn't keep the pucker. I turned up my coat collar.

Then the door creaked dismally (doors never creak otherwise than dismally) on its hinges, and an icy chill crept up our happy office walls.

There was a patter of tears on the floor.

I dreaded to look up, but the fascination of horror drew my eyes to the doorway.

It was Pascoe.

#### A Corner on Grief

The great, beautiful world outside must have been happy that morning. Half unconsciously, I listened for the sound of brass bands, presidential salutes, joy bells and the cheers and huzzahs, the gay chatter and laughter of people beside themselves

with gladness. Because there was no mistaking the fact that Pascoe had rounded up a complete corner on all the woe, grief, sadness, sorrow, gloom, depression, discouragement, disappointment, disillusionment, heart-break, pain, care, suffering, anguish, torture, disaster, horror, agony, distress, blue devils and black moods in all the world.

"Pascoe," jabbed Fussberg, peevishly, "when you do lose your happy smile you go down the slide the swiftest and farthest of any mourner I ever saw. You make the lachrymose Niobe look like a boulder in the Mojave. Out with it, man. But use that umbrella jar over there. We can't have you crying all over our dainty rug."

Pascoe oozed into the office and poured himself into a chair. And all that Fussberg got in reply was one mournful, reproachful look from eyes that looked from the depths of pools of tears.

So Wiggins tried his hand.

"Come now, old man, cheer up. Every cloud has a silver lining. Things are never half as bad as they seem. Tell us your troubles. Perhaps we can help you out."

Pascoe uncorked a sigh as big as a horse.

"They've got me this time," he sobbed into the umbrella jar, like the thoughtful fellow he is. "I supported the Antis in the last election, and since then my old crowd has been after my scalp. I fought them to a standstill until, through their pull with the railroad, they tied up my mine. That cut off the big end of my income, threw my men out of employment so that, even if I should ever be able to open up again it will take me months and perhaps years to build up my forces to the old efficiency, and keeps me paying big taxes and maintenance on a non-productive property."

#### A Desperate Situation

"But you still have your big store here in town," soothed Wiggins.

Pascoe emptied the overflowing umbrella jar into the sink and took a fresh start.

"So I had, you ancient owl, and I played it for all I was worth. Then they turned their newspapers against me, held up my goods, coming and going, at the freight house, combined the other stores to cut the prices out from under me, doubled up on my taxes, hired away my help and influ-

enced' a good many of my best customers away from me. Now I guess there is nothing for it but the receiver."

"But there is still your big interest in the Interurban. That has been paying good dividends," comforted Fussberg.

Pascoe buried his face in his hands and wept softly for a few minutes. Then, cutting down the output of grief enough so that he could talk, he went on:

"The 'gang' controls the board of directors in that, too. The last dividend was passed. I am practically squeezed out. And they have hammered the stock until I can't get half what I paid for it if I should sell. Then my boy had a fine job in the Kalmia Bank. The 'gang' has seen to it that he has lost it, and are taking good care that he gets nothing else here in town. He is hard up and will have to go. He and his mother both blame me for the trouble, and she will probably sue for divorce if her boy leaves town."

"Pretty tough, old man. If there is anything we can do, let us know," crooned Fussberg, his sympathies all aroused.

Pascoe rolled his damp head from side to side, moaning.

"Nothing but lend me a gun. I might as well get off the earth and have it over."

#### Looking for the Happy Ending

"Throw away the book before you have finished the story?" came from Socratic with wonder.

Pascoe sat up until the tears splashed on his vest.

"Why, what do you mean?"

"Ever read a novel?"

"A few."

"Didn't the hero always keep getting tangled up tighter and tighter until he couldn't stir hand or foot, and the heroine have troubles heap upon her until nothing worse could possibly happen?"

"Yep."

"And just when things got so desperate that any change must be for the better, didn't the hero always show his mettle by getting them both out of limbo with one brilliant stroke?"

"Most always."

"And did you by any chance ever lay aside the book when hero and heroine were at the mercy of their enemies?"



"Nope. Had to read on and see how it came out."

"Things can't get very much worse with you, can they?"

"Don't see how they could."

"Then how can you think of leaving until you have seen how the hero comes out of his scrape?"

"Too painful when you're the chap in the scrape."

"Can't you stand off, as Elbertus says, and watch yourself go by?"

"Great idea! Like going to a show, isn't it? I never thought of it just that way before. And I would stay and see the last act, too, by the great custard pie, if I had one little sinew of war left. But what's the use?"

"Wouldn't it be a great human interest story if you were to fight them empty-handed?"

"You talk foolishness, Socratic. I'd have about as much chance as a dog with tallow legs fighting wild cats in hell."

"Even at that, you'd stay to see what became of the dog, wouldn't you?"

#### How It Came Out

"Yes, I would," gritted Pascoe through his teeth, "and I'll fight this gang to a standstill yet. You suggested the fight. How shall I begin it?"

"What is the only fair way to fight a sneaking, prowling, skulking, darkness-loving enemy?"

"Why, throw the light on it, I suppose."

"Well, is there anything easier?"

"No, I suppose not. But they would throw me into bankruptcy before I could peep loudly enough to be heard."

"Did you know that the governor would appoint a committee to investigate the operations of the gang in this town?"

"Is he really going to do that? How do you know?"

"Didn't Barnes telegraph you, too? He wired me this morning that he had the promise and that the announcement would be made in tomorrow morning's papers. What will be the effect?"

"The political yeggmen will scamper like rats to hide their tools—and they won't want to be found with any of my goods on them, after what happened here at the last election."

"How would it affect the result if your story came out tomorrow morning in the *Anti Bugler* at the same time with the announcement of the governor's committee?"

"There would be nothing that they could do but open things all along the line and make denial."

And that is how it came out.

### Don't Violate Confidence

By Jerome P. Fleishman

NOT so long ago there walked the streets of Baltimore, as an advertisement for a local place of amusement, a man in a long linen duster. He wore a pair of frosted spectacles that partly concealed his eyes. On the front of his coat, in letters nearly a foot high, "I am blind," and on the back was the following: "If I could see I would go to Blank's Theater," etc.

One's first feeling, upon seeing this man, was one of sympathy. As he came closer, however, it was very evident that he was far from being sightless. His eyes, back of those frosted glasses, were wide open, and through a little hole in the center of each lens he could see pretty nearly as clearly as the average citizen blessed with perfectly healthy and unobstructed vision.

When one learned that the man was really not blind and that he was simply a walking announcement for a moving picture show, the feeling of sympathy turned first to amusement and then to disgust. I know this, for I read those feelings on the faces of a hundred or more people in the course of a short stroll in the wake of this human, insult to the science of advertising.

Instead of being a paying advertisement, it seems to me that this man created an unconscious (or should I say subconscious?) but, nevertheless, *real* feeling of resentment toward the place he was supposed to advertise so humorously and cleverly.

It's just this about advertising: Properly, sanely, convincingly used, it is one of the greatest factors in the development and growth of modern business. Once the entire confidence of the public is gained, the advertiser has but to see to it that nothing is said or done to violate that confidence, and he may be sure that the stream of public patronage will flow his way.

# T H I S   I S   L I F E

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ROBERT E. SWETLAND

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**T**O GIVE the day such a service that I may go to my home "weary and content and undishonored"; to mingle my soul with the joy of my loved ones in song, story, reminiscence, or the sacred silence of the open page.

☞ To laugh and romp with the innocent babe; to drink in the sweet music of his laughter—and then to hear his "Now I Lay Me," and stand by while the mother tucks him in, and the baby lids are kissed down for the night.

☞ To pay homage to the mother of my babe in words of cheer and sympathy; and then, as the hour of bed-time approaches to mingle our common soul with the soul of some great man or woman, through reading their written words in book or pamphlet.

☞ Then, with this fragrant memory of another to close off the thoughts of myself and my work—with one last glance at the waxen face of the sleeping babe; the wife's good-night kiss, and then to my rest.

☞ To rise early. To exercise, bathe and shave. To breakfast frugally—and then out into God's good world of sunshine, and the song of birds. Then on to the hum of traffic where lies my work—the altar on which burns the incense of my life.

☞ To serve: To give something of value to many others, and out of the whole to extract Peace, Love, Wisdom and Sweet Content—this is life.

# The Use of "Local Color" in National Advertising: *by* Arthur Bernard Freeman

ADVERTISING, like other sciences before it, is passing through its age of generalization, but gradually, as it becomes more exact and more understood, specialization is beginning to make itself evident to some considerable extent.

Some advertisers are classifying people into groups and directing copy of a specific nature with certain conditions in mind incident to such groups. Writers are analyzing the character, the temperament, the environment and the social status of the various groups of people and are adjusting their copy to conform with such conditions, working along the lines of least resistance.

Valuable statistics are being compiled and haphazard, spasmodic general advertising is giving way to the specialist, who classifies his audience and, after intelligent analysis, serves each class with a special brand of copy, proportioned to their particular ability to digest.

But despite the progress which has thus far been made, there seems yet to be a great absence of "local color" in national advertising, a lack of some element that conveys a local appeal or some local interest to give the advertisement added weight.

We hear of a hundred thousand souls destroyed in far away Italy through earthquakes and our interest and attention are but momentary. Even a Slocum disaster or an Iroquois calamity is quickly forgotten by people who read of it less than a thousand miles away. But let an accident, insignificant when compared with these, occur in our home town, and it leaves an impression which time alone can efface. That which was unimportant a thousand miles away becomes a tremendous event at close range, because our local interest has been touched and aroused.

What a great force this mental attitude might become in national advertising! What added interest might accrue to a national campaign if the territory to be covered were first divided into groups and some "local color" injected into each different division.

But lest this article become too general, specific instance is indulged in. Oskaloosa, Iowa, and adjoining country suffer considerably from hard water, as every housewife and every laundry will testify. Certain soaps and soap powders, which have a tendency to soften hard water, are heavily advertised in these localities, but the effect is very general. If this advertising had some specific reference to the community in question, if it said, for instance, that "Oskaloosa's (or even Iowa's) hard water waxes soft when mixed with Wilson's Powder," or something to that effect, it cannot be denied that the advertising would be materially strengthened.

Chicago lake breezes, added to Chicago smoke, have a very disagreeable effect on the complexion of the Chicago public, and while every lotion advertisement in that city talks in a general way about softening and beautifying the skin, none seems to touch the local interest. If a cream preparation concern advertised that continued residence in Chicago and exposure to these conditions would eventually do great harm to the skin, which So-and-so's lotion could prevent, it is logical that the advertising would be much more impressive.

The writer has seen medical advertisers issue printed matter with maps showing in what localities certain ailments, like catarrh, for instance, were most prevalent, but that is as far as they went. If their advertising in these particular localities brought out these facts there is no question about the efficacy of such an idea.

- Every locality has its peculiar conditions, which affect the people located there, and the latter in turn, with these conditions fresh in mind, would give ready ear, or eye, to something or somebody who could change or improve such conditions.

There are hundreds of advertised articles which improve in value under certain climatic or other conditions, hundreds of articles which have a specific value and other uses in other localities, but this cir-

cumstance seems to be overlooked to a surprising extent.

When medicine and astronomy were new among the sciences, doctors prescribed leeches for every ailment from toothache to rheumatism, and astronomers thought every planet a sun. But today, by classification of conditions into groups and the handling of certain groups with certain

procedure, splendid results have been wrought.

Likewise the national advertiser of the near future will feel the local pulse first and then improve his general appeal with a spirited injection of "local color," which, after all, is only another phase of the "personal element" in advertising.

## Business Maxims

By J. R. MORETON

**I**F the majority of business men whose aim it is to be successful in their undertakings would only store up in their mind a few good maxims, or such thoughts as might counsel them in times of difficulty, there would not be half so many failures as there are. I know there are many who seem to thrive on maxims of a dishonest or doubtful kind, but the end of honesty is far preferable, and brings better fruit to its followers than all the gains of the wicked. The age we live in is, to most men, so full of hypocrisy and deceit, and it is so difficult to make a living honestly, that a man who is too conscientious to take a mean advantage is looked upon as a sop—a poor, foolish, half-witted creature who chooses to let a chance go by to make his fortune because his conscience forbids him to do an unjust act. From school the youth goes out into the world, and when he sees men cheating each other, he is given to understand "it is business," and if he would get on he must make out the goods of his master are better than they really are. Upon this principle he works until deceit becomes a second nature, and he cannot break the habit, try as he will. And if a master tries to persuade his servants that there is no dishonesty in a little deceit, who has he to blame but himself if, a little later on, he finds he has been robbed by those whom he taught to rob others. Make not your servants slaves to your business, but give them freedom for mental culture, and recreation for their bodies' sake. Overwork caps up the vigor of health, and he who robs another of his strength is worse than he who robs men of their gold. Be careful in using time, and be faithful to

all your promises, and punctual in all your appointments. He who wilfully wastes another's time is a thief, and unworthy of any man's trust. Lost time no might or power can repay; and he who idles away the summer will have little clothing to keep himself warm with in the winter. The shortest leaps sometimes lead to a ditch, and short cuts often prove to be the longest. What work thou hast undertaken to do, give thyself time to do it thoroughly. Hastily-executed work soon falls to pieces; but the seeds of good work are never lost. He who sows good will reap that which is good, but he who sows bad deeds, sows for himself future trouble and woe.

### But He Didn't

By W. E. Fitch

He could do the best work  
In the whole bloomin' town—  
But he didn't.

He could make his competitor  
Look like a clown—  
But he didn't.

No use for this man  
To mix up with his kind,  
For he was the one who  
Could beat them all blind—  
But he didn't.

He should have made good  
When he had such a cinch—  
But he didn't.

Most folks will cry help  
When they get in a pinch—  
But he didn't.

He died as he lived,  
At the hour of eleven,  
Expecting, of course,  
He would wind up in Heaven—  
But did he?

# Points on the Psychology of Attention Practically Applied : by George H. Oilar

*An Address Delivered Before the Adscript Club,  
of Indianapolis, Indiana, October 10, 1910*

**A**TENTION is the active direction of the mind upon an object of sense or of thought, giving it relative or absolute prominence; it may be either voluntary or involuntary."—*Century Dictionary*.

By concentrating our thought or mental energy upon a definite object or objects, we bring to consciousness ideas that would not otherwise have risen from their obscurity, or render clearer and more distinct some of those already under notice.

Mental energy is strengthened when thought is directed to any one object to the exclusion of others, and is partly explained by the reference to the general law that, the more an amount of intellectual energy at our disposal is limited, the greater the number of objects liable to receive our attention, and the less will each receive; and conversely, the greater our intellectual energy and the concentration of thought, the fewer must be the objects attended to, but the attention attains a more definite force.

The low order of intellect is like a bell-mouthed gun that scatters the charge, while the high order of intellect resembles the choke bore that concentrates the charge in a limited space, carries far and is more effective.

In the business world we see many concerns making a success distributing a single commodity or line of merchandise. The success of these specialty houses is obviously largely attributed to the working out of this general law. The nature of this business creates a style of advertising that produces a concentration of thought or attention and is instrumental in counteracting the selling forces of its large competitor who is engaged in the distribution of many different lines.

## **Favorable Attention Gives Value**

The inventions and products of the various manufacturers of the world are as

nothing until through advertising they are forced upon the attention of the public.

It is because of the lack of attention that a good thing is not in use. An article may have the most desirable qualities, but unless the attention of the public is attracted to the fact it is of no consequence.

If the people do not make use of a thing, "What's the use, anyway?"

After all it is the one who can get a thing in popular use who does the business.

Whether George Westinghouse invented the air brake or not makes very little difference, the important thing is that he succeeded in getting the railroads to use it.

The people do not take a newspaper to read advertisements. Consequently an advertisement in the newspaper competes for attention with the news, the editorial part and the other advertisements. It is claimed that at the present time seventy per cent of the value of an advertisement is credited to attention.

Just why some advertisements attract more attention than others is shown by Walter Dill Scott, director of the Psychological Laboratory of Northwestern University, to be due to certain psychological principles.

## **The Psychology of Attention**

The average reader may not know just why his attention is attracted to this or that advertisement, but if the cause of attention were analyzed it would be found to be due, according to Scott, to one or more of the six following principles. Many illustrations making these principles clear could be presented, but for the sake of brevity we will merely state the principles as given by Scott and use only a few illustrations in each case.

The first principle is "The power of any object to force itself upon our attention depends on the absence of counter attractions."

It is through the working of this principle for instance that we involuntarily give our attention to the sudden appearance of an air ship in the sky.

We are reminded also how when the automobile made its first appearance a few years ago we were held spellbound upon seeing it pass by, whereas now it has become so common we hardly give it a glance unless because of its speed or the recklessness of its driver we are forced to attend to our safety.

The second principle is "The power of any object to attract our attention depends upon the intensity of the sensation aroused."

Some colors for instance attract more attention than others. From experiment it has been found that the colors having the greatest attention value are first red, second green, and third black.

The significance of this principle is noticed in the fact that red lights have become in general use as danger signals.

Objects in motion attract attention while still objects are passed unnoticed. One operating a davenport bed in a show window will stop thousands where the same piece of furniture without a demonstrator will hardly be noticed. Electric motion signs have become so popular that advertisers are vying with each other in their efforts to produce the most striking motion effect.

#### **The Laws of Contrast and Simplicity**

The third principle is "The attention value of an object depends upon the contrast it forms to the object presented with it."

The uniformed guard attracts attention as long as he stays out of his rank. As soon as he falls in line with his comrades he ceases to attract attention.

An advertisement which shows no particular contrast to those around it possesses little if any attention value.

The fourth principle is, "The power which any object has to attract attention, or its attention value, depends on the ease with which we are able to comprehend it."

The advertisement introducing an entirely new commodity, to have attention value, should express some common point of interest. We are ever looking for things and points in common. Two persons

meet and the opening subject of conversation is usually either their health or the condition of the weather. These are topics of common interest and are used to lead the thought up to the thing to be attended.

Emerson says, "A man is a method, a progressive arrangement, a selecting principle, gathering his like to him wherever he goes. He takes only his own out of the multiplicity that sweeps and circles around him. What attracts my attention shall have it, as I will go to the man who knocks at my door, whilst a thousand persons as worthy go by it, to whom I give no regard."

#### **The Laws of Repetition and Feeling**

The fifth principle is, "The attention value of an object depends upon the number of times it comes before us, or on repetition."

The clerk who was waiting upon a certain couple must have been impressed with the working of this principle as applied to advertising when his customers were in doubt as to whether it was Mennen's or Women's Talcum Powder they wanted. As a matter of course they were induced to buy Mennen's with the assurance that it was equally good for man, woman or child.

Again, while the question as to how to make the best use of this principle in advertising is a mooted one, it is self evident that the oft repeated tale attracts attention. Our favor to certain articles of merchandise is frequently due to the fact that we have read the name or advertisement so many times that we almost unconsciously demand the article we have thus become so familiar with.

The sixth principle is, "The attention value of an object depends on the intensity of the feeling aroused."

A pictorial or illustrated advertisement attracts attention according to the emotion it excites or the appeal it makes to the instinct.

Its value is made more intense if the illustration is executed by an artist. Photographs do not always appeal to the æsthetic feeling, but the same may be aroused by an artist through the proper and skillful use of harmonious combinations of color and form.



The fundamental study of pleasing form as applied to advertising display is based upon scientific principles.

For example, a rectangle the base of which is three per cent greater than its height is more pleasing than other rectangular forms.

Again it is found, though at first it seems absurd, that there is on a vertical line a point at which it will divide with the most pleasing result. For instance a vertical line eight inches long to be divided with the intent of getting the most pleasing arrangement will have its lower section five inches long and the remainder three. The remarkable preference for this ratio has given such an arrangement the name of the "Golden Section."

#### **Attracting the Attention of the Different Temperaments**

While these principles influence attention to a degree it seems that, owing to the many different temperaments of human mind, people are attracted in many different ways.

At the present some are attracted by the advertisement occupying large space and preferred position, others because of their analytical turn of mind are attracted by the small and less conspicuous advertisement.

Some look to the head lines, the cuts, display, price, phrasing, alliteration, etc., while others consider their opposites. Indeed, some few are attracted to the concern using no advertising space at all. In the latter case is it the absence of advertising that attracts the attention? Because of the ever shifting of public opinion and the liability of overdoing things through competition it is reasonable to believe that we may find that some of the things at the present attracting the most attention may at some future time be displaced by their opposites.

#### **Getting Attention by Silence**

Upon visiting a large department store in New York City recently, my attention was very forcibly attracted to placards on different articles throughout the store bearing the words, "Not advertised." Why would the management call attention to the fact unless he thought that there were some people who believed in unadvertised goods?

Another remarkable thing that attracted my attention and illustrates my thought is the fact that a few of the great and successful stores in New York City do not even have their names on their store fronts. Indeed we were in one large store and made a small purchase before we learned it was Altman's. The absolute unpretension and self reliance of the store made an impression upon my mind never to be forgotten.

These events might indicate that signs and advertisements may become so crowded that they lose some of their value in attracting attention, and their absence becomes more valuable as an attention getter than their presence.

However, the first and last thing contributing to a success in business is attention. As I hope to bring out a little farther on, it must be more than that, for the attention that creates an unfavorable opinion is worse than no attention at all. Our advertising must attract *favorable* attention with the intent of creating a desire on the part of the reader to possess the thing advertised.

#### **What to Advertise**

I should feel as though I had not given this subject its due exposition without dwelling somewhat upon the thing attended or advertised.

In treating the subject relative to advertising, it appears that the object to be attended or advertised is as important, if not more so, than the effort to attract attention itself.

In our particular business for example, we are realizing that it helps to secure attention by educating the people to buy household furnishings of the style and quality that will make the home attractive and at the same time contribute to the physical comfort, artistic taste and refinement of our patrons.

Furniture and decorative textiles as manufactured today are articles of evolution. Much of both the good and bad has from time to time been designated. But through education the good designs of all periods are displacing the meaningless and worthless in the cheaper grades of furniture as well as the more expensive.

Wonderful improvements in this country have been made in the last two decades in the style and construction of furniture

which, through the channel of educational advertising, is reaching the high mark of popularity.

The designer who attracts attention today must draw his inspiration from that which is based upon simplicity and usefulness.

#### **The Factor of Permanency**

A great deal of attention is now being given to the copies of the old masterpieces of Hepplewhite, Sheraton, Chippendale, Morris and the Adams Brothers. But I imagine that these men of arts and crafts thought very little of the attention their work would receive at this day and age. These designers had the conception of what good furniture should be and their creations found a ready market among the nobility and cultured of Europe, the influence of which will never be lost.

It is self evident and easily understood that the only thing worth attention is the article, service, or act possessing merit. An inferior article of merchandise may attract attention, but its flaw or defect is no sooner detected than the article is passed up and forgotten.

Also the act or service deserving attention is the one proving the omnipotent power of truth.

Falsehood, inconsistency, and exaggeration may temporarily attract attention, but such negations can not long abide in our consciousness.

Truth, consistency and accuracy are the positives which in themselves attract because every creature in reality loves and seeks the truth.

And at this moment friends, if I am holding your attention I am demonstrating the truth of this statement as well as pointing out an illustration of its meaning.

#### **Some Essentials of Good Advertising**

It goes without saying that an advertisement is written with the intent of securing the respect and esteem of the reader towards the thing advertised.

In writing copy it is needless to say we want the public to think favorably of the thing we desire to sell.

We soon learn in business that a negative and pessimistic statement or description repels instead of attracts. We are therefore

impelled to speak or write in positive and optimistic terms. But how can we do this consistently and truthfully unless we have service and merchandise of real merit?

And this is my crowning thought and admonition.

First of all, let us see to it that we have something worth while to advertise. With this condition established it follows that the advertising becomes what it should be, a perfect reflection of the thing advertised, and at the same time educational in its nature.

From the descriptive standpoint, at least, the idea of an advertisement might be likened to a mirror. Our attention is attracted to the perfect, flawless mirror because we can depend upon getting a perfect reflection. The imperfect looking glass, like the exaggerated advertisement so distorts that it is repulsive and is regarded as unworthy our attention.

Scientifically we reflect that which is occupying our thought or attention. This being true, we must say it makes a very material difference in our business how we are thinking.

Thinking good business attracts trade. Thinking its opposite drives trade past the door. This may seem theoretical and visionary, but, scientifically speaking, theory precedes the practice.

A correct theory coupled with executive ability brings things to pass, but without executive ability theory is as powerless as steam in unlimited space.

#### **Voluntary and Involuntary Attention**

Advertising that stimulates voluntary attention is evidently ideal. While as Scott says, "The investigations of involuntary attention are as yet far from satisfactory, it seems that most minds agree that what we call voluntary attention comes through cultivation or education, so it would appear that the highest type of advertising is educational."

While the attention of the infant, for instance, is practically involuntary, as education asserts itself we see the development of voluntary attention. As St. George Mivart in "Nature and Thought" puts it:

"In the childhood of our race and of each one of us, the attention was called

forth by the action upon us of external nature."

The higher the education, the more voluntary the attention, at least it so appears. But to my mind the question, "Is there in reality such a thing as voluntary attention?" remains unanswered. I am free to admit we think we guide our thoughts, but the admission merely raises the question.

Is it not the desire, after all of which we must give account? In other words, are we individually accountable for the direction of our attention?

The things receiving the greatest favorable attention in business as well as in society are those things contributing to the progress and welfare of the public. A thing or an act to receive lasting attention must possess those positive attributes which manifest genuine usefulness, sincerity and beneficence. For illustration, we only need to look and listen.

#### **Some Business Building Attention Getters**

As I have already indicated, favorable attention is produced by expressing the positive (not negative) qualities and attributes. In a general way some of the attention getters might be enumerated as follows: honesty, courtesy, tactfulness, optimism, success and consistency.

It is better to underestimate than to overestimate.

While the old saying, "competition is the life of trade," is in a measure true, I do not believe that price-cutting competition works to either the good of the dealer or the consumer. It is a question whether or not dealers using cut-price leaders are rendering the greatest good to the greatest number.

It is apparent that with the cutting of prices among dealers comes the lowering of quality standards among manufacturers. Fortunately the people who are demanding a better quality of goods are steadily increasing and the dealers are thus being forced to grade their stocks accordingly.

The handling of the cheap and shoddy, no matter what the price, brings trouble to both the customer and the dealer. Distributing the good and durable brings reputation and attracts customers.

A dealer can advertise an article at or below cost, and by refusing to give a reason for the low price he is thereby protected against loss, for the simple reason that the buyer is suspicious of the article thus advertised, and prefers to choose some other like article on which the merchant probably realizes his regular margin of profit.

This has been demonstrated time and again in store window advertising. If the public realized or believed in the value offered in many of the show window prices, they would take advantage of them and enjoy a genuine saving on many of their wants. Cut prices in windows and advertisements are unquestionable attention getters, but without the "reason-why" do not always sell the goods.

By holding the attention of his soldiers the commanding officer moves an army as one man. So the advertiser who holds the attention of the public under the banner of a square deal attains a commanding position, and granting other conditions are right, leads his business to the goal of success.

Speaking in the broadest sense, attention is that which dominates every wageful moment of our lives. It is the thing which to a great degree makes us what we are. By giving attention to our attention, or in other words, by exercising our selective power, we direct our attention along the line in which we are most interested.

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When Mr. Huxley was a young man he failed to pass the medical examination on which he thought his future depended. "Never mind," he said to himself, "I will do the next thing." When he had become one of the greatest scientists of the age he looked back upon his early defeat and wrote: "It does not matter how many troubles you have in life, so long as you do not get dirty when you tumble."—*Exchange*.

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When a man tells you that success is impossible except for the lucky, stop talking to him on success topics. He is wrong, and the influence of his talk is absolutely bad. You can't afford to injure your chances by discussing them with men who believe that you have none.—*H. E. Read*.

# Self-Reliance

By RHODA BYARLAY HOPE

Think for thyself, O wavering soul,  
Thy mind was given for thee to control  
Thy one frail bark.  
No other mind can think for thee—  
Thou must decide thy destiny,  
Of life a spark.

Choose thine own path, O faltering soul.  
No other way leads to the goal  
Of thy content.  
No other mind can choose for thee—  
Thy choice will prove the master-key,  
From Heaven sent.

Do thine own work, O shrinking soul,  
Thy powers were given thee as a whole  
To do great deeds.  
No one beside can build for thee  
A temple for thy memory  
Thy work precedes.

# How Co-Operative Profit Sharing Plans Work in Department Stores : *by* H. A. Free

*Several months ago we published in The Business Philosopher an article on profit sharing by Maron Watson. The discussion aroused considerable interest among our readers, some of whom wanted to know how the system worked out in practice. We have found varying reports from different firms that have tried the plan, most of them favorable. Among them, one of the most instructive is that from Mr. Free, given below. Mr. Free is the Treasurer and Chairman of the Board of Management of the Great Department Store, of Lewiston, Maine. We have been watching this store for some years, and feel that, here at least, the co-operative plan is successful.*  
—Editor's Note.

**S**EVERAL years ago we suggested to our employes the formation of a store employes' club for reciprocal benefits and obligations. This organization was to be known as the Co-Workers' Club of the Great Department Store, established to increase the efficiency of its members and to add to their social and business opportunities.

It is a self-governed club, purely democratic. It has for its object the advancement and the education of the employes and the strengthening of their interest in the business.

Every two weeks this club holds its meeting in the reception room of the store. Papers are prepared and a general discussion follows which pertains to the welfare of the store and improving the efficiency of its service.

Any employe of the department store who has been in continuous employ for six consecutive months is eligible for membership—in fact the membership is made up of all classes of employes, including night watchman, delivery team drivers, porters and engineers.

## **The Plan of Co-operation**

Every one from the president down to the humblest employes are beneficiaries in our special profit-sharing plan, whereby every co-worker member receives at the end of each six months cash dividends based upon his or her salary. The amount of the dividend declared is determined by the result of the business and voted upon by the board of management.

The management figures that every employe is worthy of a dividend, in so far as he renders efficient service and that the

equitable basis of dividend is the salaries the several employes earn.

They hold that the elevator boy is just as important in his position as is a director, in so far as he performs to his best ability and satisfactorily the duties devolving upon him.

None of the employes have a financial investment in the store, but all have the interest of the co-operative idea as evinced in the success of our business.

The co-workers receive two weeks' vacation with full pay in summer, two weeks' vacation with full pay in winter and are given a half holiday every Friday afternoon during July and August.

The club is governed by parliamentary rules.

Its officers are elected quarterly by written ballot.

## **Entertainment and Welfare Work**

The entertainment committee of the club has managed various entertainments for the club of both public and private nature, during the winter in public halls, and during the summer by excursion to the country and seaside resorts. These good times have proven in every instance a big success, both entertaining and instructive along business lines.

The Co-Workers' relief committee is constantly assisting needy Co-Workers in cases of sickness or accident, special relief funds being at their disposal with the service and consent of the club.

Our Co-Workers' Club has been in existence for several years since we first made the proposition to our employes. It brings the clerks together socially and tends to spread ambition on their part to im-

prove business. It is meeting the hearty co-operation and approval of the entire public, judging from the constantly increasing patronage, prestige and good will being extended to the Great Department Store.

There are degrees of perfection that constitute the reputation of every concern and in our plan of practical co-operation and profit sharing as it has worked out, we feel a justifiable pride. We intend to continue our work on the same principles and according to the same liberal methods, both

with our employes and the public, which has been responsible for the rapid and profitable development of our business.

We hope that "more light" on our plan may be the means of encouraging other concerns to adopt practical co-operative methods with their employes to the mutual satisfaction of the management, the co-workers and the public.

On some occasions we have paid as high as twelve per cent cash dividend for a semi-annual period.

## The Highest Honor

By H. A. RODEE

**H**E HAD passed the allotted span of threescore years and ten. His hair and beard were white as the fleece of the sheep on his Dakota ranch; his face was deeply furrowed and tanned by sun and wind; his hands were callous from years of toil, and his shoulders were stooped from the heavy burdens he had often borne.

His had been a life of struggle, often against a current that would have submerged a weaker spirit. He had felt the disappointment that comes from placing too much confidence in one's fellowmen. He had endured the humiliation that ensues from loss of money and the desertion of supposed friends. He had been the victim of accident, and suffered months and years of physical pain. But through it all, he had maintained a cheerful demeanor, and the well-springs of his heart had never gone dry.

It was just before Christmas, and this aged veteran in the ranks of peace was spending a few days in the city. While riding one day on the street car, a lady entered, leading her four-year-old daughter. As all the seats were occupied, this gentleman offered to share his own. He then took the little girl on his knee.

Several blocks were passed and the blue-eyed cherub spoke not a word. But with the clear vision of innocent childhood, she studied her new found friend. Gradually her curiosity changed to interest and this changed to wonder. Finally, she could restrain herself no longer. Turning to her

mother she asked, "Mamma, is that Santa Claus?"

From time immemorial men have sought honor. Some have striven for it on the field of battle; others have courted it in the political arena; while many have tried to lure it by the clank of gold.

But in each of these activities we know the price has often been too dear. Napoleon died a lonely exile; Webster was haunted to his grave by the ghost of an unrequited ambition, and many a multimillionaire has died unwept by his fellows.

In these fierce struggles the best qualities of manhood often atrophy for lack of use. The emotional nature is dwarfed. The feelings of brotherly kindness are strangled. Little by little, the fire of selfish ambition sears the heart and leaves nothing but a machine of thought and action.

On the other hand, the wise of earth have realized that true honor comes through service. And the rewards of such is sure even though their deeds are never heralded abroad. From a life of common kindnesses the jewels in the diadem of character shine most.

Many a man who has spent all the days of his selfish existence chasing the ephemeral phantom of popular applause has found more discord than harmony. Might not such an one gladly relinquish it all for the sweet melody of these words from the pure lips of a child, "Mamma, is that Santa Claus?"



# Instructive Editorial Talks on Advertising and Publicity : by Luther D. Fernald

*Snappy Excerpts from Recent Editorials in  
"The Housekeeper" by the New York Manager*

## **The Real Mainspring**

**D**ID you ever stop to think of the vast extent of the advertising interests of the United States? It would be difficult to say how much money the annual expenditure for publicity amounts to, but advertising is the real mainspring of business in America. By its means people are made acquainted with the best in every line of trade.

It doesn't make any difference whether a man decides to manufacture locomotives or clothes-pins; he must advertise his product or he cannot sell it.

Magazines, newspapers and trade journals furnish the principal means of advertising, although not the only ones. It is pretty generally admitted that, owing to their superior tone, high mechanical qualities and comparative permanence of interest, magazines are the best mediums for making the public acquainted with manufactured articles of merit.

## **Frauds are Few**

Immense fortunes have been built up by means of advertising.

Great businesses that are today known all over the world would be soon forgotten and dwindle away to nothing if their advertising should be cut off.

Considering the vast possibilities in advertising it is indeed remarkable how few—how very few—misleading advertisements get into print. It is true that some dishonest people succeed in getting their wares exploited in second rate publications, but thanks to the firm and determined stand of publishers generally, such frauds are never found in the columns of reputable magazines.

Any person who is a reader of a well known magazine may send money to any advertiser therein with perfect confidence that he will be treated with absolute fairness.

Many years ago we eliminated from our columns all advertising of such a nature as to be unpleasant or displeasing in its effect upon the reader. Even before that time medical advertising, through which so many thousands of sufferers had been deprived of their much needed money in the vain hope of securing restored health, had been placed under the ban by our advertising department. It took some other magazines a long while to reach the same high plane, but now all publications that are worthy of any confidence refuse to print advertisements of useless nostrums.

The same applies to all advertisements of doubtful character, and to any offer that might result in the taking of a patron's money without returning full value for it. This has meant a great temporary loss of income to the magazines, but a great gain to their readers.

Not a month passes without our advertising department refusing to accept advertisements that are tendered, but which fall within the prohibited class. Our advertising columns are edited just as carefully as our reading matter.

Then came the policy of guaranteeing advertisements. In this we were also pioneers. We undertook to make good to our readers any loss that they might sustain through misleading advertisements in our columns. During the many years that have elapsed since that policy was established, we have had no cases of willful fraud to deal with.

It has happened a few times that firms doing a reputable business have met with financial difficulties and as a result have not been able to meet their printed promises with promptness. In all such cases satisfactory adjustments have been made with subscribers who have suffered.

Many hundreds of subscribers have had trifling differences settled, or unintentional mistakes rectified through the offices of our

advertising department. Every advertisement appearing in this magazine is reliable. The fullest investigation is made before an advertisement is accepted from a firm unknown to us.

What an opportunity we present to you!

The leading manufacturers of household necessities and luxuries tell you of their wares. We guarantee that they are honest and reliable.

You have the market places of the whole country at your service through the mails.

If you see anything advertised that interests you send for further information about it. Every advertiser wants you to do this. He asks only for a chance to inform you of just what he has for sale. He knows the merits of his goods. He thinks if you knew them too you would buy. Give him a chance to tell his story by answering his advertisement.

#### **One Big Family**

One of the things that we pride ourselves on is that subscribers are always treated as well, or better than advertisers. We never let the fact that the subscriber pays us \$1.00 a year while the advertiser pays us hundreds or thousands of dollars in the same space of time, influence us a jot in our dealings with either.

Our subscribers are what give our business its stability. Their loyalty is necessary. We have tried to merit it by giving them prompt and efficient service, by making for them the best magazine for the price, by taking care of their complaints, answering their questions, and in general trying to make them feel like members of one big family with its home in Minneapolis.

#### **Saving Time and Money**

"If you are attracted by an advertisement, write to the advertiser for more information."

We told you this not long ago, because we knew it was valuable advice for you. You see, we tested our advice before we gave it.

A couple of months ago the writer sat down and answered all the advertisements in the current issue of *The Housekeeper*. He wanted to be sure of two things.

First, that the catalogue matter offered was absolutely reliable; for we take nothing

for granted in seeing that our readers are protected against fraud or misstatement.

Second, that the mail follow-up matter was valuable; that it was worth your sending for.

We satisfied ourselves absolutely on both points. Our advertisers are absolutely reliable; anything one of our advertisers promises can be relied upon absolutely. And the catalogues are well worth sending for.

The writer acted as a critic, and not as a prospective buyer particularly interested in the goods he was asking information about. Consequently, he was most agreeably surprised to find himself strongly impressed by it all.

Ninety-two different kinds of merchandise were covered by the booklets and catalogues he received. The writer had not thought himself likely to be personally influenced by any of the advertising booklets. But it's an interesting fact that he was.

He gained some valuable information about paints and varnishes, for one thing. He had his eyes opened to the many simple and economical ways in which anyone could use these interior decorative materials; so the other day he bought some of the materials and he has fixed up the house in ways he had previously thought impossible to do, without the expense of hiring a decorator.

Then he happened to have the booklet of a new fireless cooker in his pocket when his dentist spoke of going out to buy a cooker for his wife. He passed the booklet over to the dentist, who was so struck by the features described in the book that he bought the new cooker instead of the one he had in mind.

But the interest in this advertising matter did not stop there. His secretary, while filing the booklets, became so much interested in the announcements of one of the big ladies' suit makers that a little later on she bought a suit of that maker—and she was well satisfied with it.

She is careful to study our advertisements now; and when she finds something advertised that interests her, she writes at once for the free booklet offered, and so gets further information. As a result she finds she is not only saving money, but getting better satisfaction from the goods

she buys; she can buy more intelligently.

These are interesting experiences; and they are experiences of real value to you. You'll be glad to receive the valuable booklets offered by many advertisers in this issue. Write for the ones you are interested in. You'll be delighted to find how much useful information they'll give you.

#### Advertising is Reliable

"We had rather lose business right than get it wrong."

This significant statement appears in a booklet on advertising recently issued by one of the great advertising agencies of the country, N. W. Ayer & Son.

It is significant, we believe, as the honest attitude of modern advertisers generally. For advertisers nowadays cannot afford to get business any way except by giving full value for the money. Advertising serves its main purpose in getting people *started* to buying; but if people aren't satisfied with what they buy they won't buy *again*. That's why it pays advertisers *to get business right*.

#### Convincing Proof

"What kind of opinion the publisher has of his readers is evidenced by the char-

acter of advertisers he allows to address them."

We thoroughly agree with this statement, made by Mr. George Batten, one of the leading advertising authorities of the country, in a recent issue of a prominent advertising publication. This magazine is glad to be judged by that standard, both by subscribers and advertisers.

*The Housekeeper* was a pioneer in making its advertising columns clean. For a good many years it sustained large financial loss by refusing advertising which, for one reason or another, was considered objectionable.

But it has gone farther than mere good intentions, and for several years has given its subscribers an absolute guarantee of the reliability of every one of its advertisers.

As publishers we feel that we can give no surer evidence of our interest in our subscribers than by our attitude in allowing the use of our columns by legitimate, reliable advertisers only—advertisers whom we are willing to guarantee will promise nothing that they will not perform, and whose advertising is of vital interest to, and deserves the consideration of every man and woman who reads our publication.



**THE only man who  
can keep me from  
Success is Myself—  
and the negative Me  
has GOT to yield the right  
of way! —Jerome P. Fleishman**

# The Gentleman from Missouri and the Advertising Man : *by* T. J. McLaughlin

**H**AS the Gentleman from Missouri been considered in the search for scientific data about advertising? We hear much about him on the street, yet the major portion of the printed matter that is current today seems to have ignored this stubborn individual entirely. At least, it seems that way to the observer's eyes.

Of course, no one will deny the fact that he is persuaded to act by the mighty power of advertising. No wonder! Every advertiser in the land is spending a large amount of real money every year in an effort to convince him, and they do convince him that the advertised article is a meritorious one; and what is more, he goes down into his "jeans" and comes across with the coin.

So far, so good.

It is the morning after that everything changes in color. The aforesaid gentleman was told through the medium of advertising, that the article would "Last for a lifetime," "It was absolutely perfect," "Best," "Guaranteed," and a score of like quotations.

The advertiser in his enthusiasm overstated conditions.

But to the mind of the gentleman in question it appears as a bare faced lie.

And he thinks that the advertiser lied.

Here is a mental state that has been ignored entirely.

Can you blame him for placing your proposition in the "three-shell" category, if you have overstated? And he is not a pest. No sir, not by any manner of means. On the other hand, he is a Godsend to the community. It is human nature's way of telling the advertiser to beware; just as a headache, for instance, is nature's way of warning the individual that all is not well within.

Now as to the remedy. You know when your body is sick the distress is caused by wrong living. The only effective cure is in right living. The same is true with the commercial body. If it has made a wrong

impression on the body politic the remedy is, give the right impression.

How to do this is the question?

Listen: When our Missouri friend reads an advertisement he is concerned with himself primarily. If the advertisement carries conviction the auto suggestion places him on the same wire with the advertiser (as the Fra puts it). Then if he has an appetite for more information he sends for printed matter.

Let me whisper something here: He does not care about how big a factory the advertiser has; or whether the President, King or Pope has bought. All he wants to know is: Is it as it is advertised? Here is his mental attitude exactly.

Why not give him the news that he desires? For instance, instead of a picture of the factory or the "we" effect on the letterhead, have a picture of the article, showing more points—good and bad—and gain the "you" effect on his mind. Or in other words, make a clean confession and wait for his verdict.

Let's say that one advertiser does this. For the sake of an argument we will say that his competitor runs a double-page spread in all the magazines, and that they are open before the Missourian's eyes. I dare say that the "Last for a lifetime" gush would be all lost against the mighty power that the truth will suggest.

The truth is always self supporting, while a lie will chase itself to death.

The little "pea" was very attractive to him the first time, but the "sting" lasts while the price is forgotten.

Therefore, resolve to make every piece of printed matter that has your name printed upon it serve as an honest confession. If you do this, you will have no need whatsoever to fear the Gentleman from Missouri.

I feel that the time is coming when the sun shall shine, the rain fall, on no man who shall go forth to unrequited toil.—*Abraham Lincoln.*



*Extracts from the Actual Correspondence between the Sales Manager of the George F. Eberhard Company, San Francisco, and a Live Organization of Business Builders*

## **The Real Doing of a Task**

*Being Part of a General Letter to  
the Sales Force*

**A**MONG memoranda that I have made during the past few weeks as a basis for a letter is one that I believe can be talked over to our mutual advantage and that is the thought which lies behind the real doing of a task.

I have in the past touched upon "Decision," the forming of a "Resolve" to do something, but the act is not accomplished unless the task is done.

If you do not accomplish what you have mentally decided upon is best to do in the day's work, the whole working of your mind is on a par, as to results, with a man in a dream.

My friend, Leonard W. Smith, editor of the "Touchstone," says: "How many people do you know who are dreaming the best part of their lives away, always intending to do something but always beguiled into further thought or dreaming when the time arrives?"

In most positions occupied by workers in the business world there is very little opportunity for initiative as compared with the work of the salesman and certainly few in comparison have the opportunity of the salesman to conceive of a plan of action and then find himself a free agent to carry it out.

This brings me to the major thought I had in mind. Of the many duties allotted to the multitude of workers in the business world there is nothing that calls forth the real joy of living like the duties that are the lot of the salesman.

It seems to me that salesmanship is akin in attraction to the life of the mariner as it appeared to the young man of a century ago.

The distant prospect of hazards, of adventures, the opportunities to do things whereby a man might hope with energy, ability and address to accomplish something—to do it himself—has for many centuries past made the life of the mariner attractive.

Of course, the ancient or modern mariner had work to do, poor food to eat occasionally, bad weather and sometimes poor company, but some of that is attached to the dark side of every vocation from beggary to kingship.

If you will approach this thought with the right perspective you will find that there is a world of attraction in the work of a salesman.

Another thought directly bearing on the real doing of the task—the accomplishing of something: you want to get the habit of deciding to do things and doing them even if you begin wrong.

"Every time you decide to do something and fail to do it, you weaken the force called will. Do this often enough and irresolution will become a habit. On the other hand, every time you decide or resolve to do and then do it, your will power strengthens. Every resolution kept, every wish formed into action, makes it easier for you. If you decide to drop a bad habit or form a good one, to add another customer to the list, to increase the sales of your particular line, do it now.

"Once you have held to your purpose of

doing things, your task of accomplishment becomes easier every day that follows."

Read this over a few times and get the full force of the thoughts expressed.

### The Return Force of "Service"

*Being Part of a General Letter to the Sales Force*

**I** WANT to put before you today the "Return force" we generate when we render our ideal of "service"—it means more than just orders.

Call service in business the vital force a well organized and well conducted firm sends out in the building of its trade. Call the return force that is generated, the customer's good will, and you can possibly realize its relative importance as a factor in the science of conducting a successful business.

In the retail, wholesale or manufacturing business, if the contact is right between the service rendered and the customer's good will it signifies an effectual sales and advertising plan.

While the customer's good will rests upon the sum of all that is done to render full service, from the quality of the goods to the collection of the accounts, one of the actual points of contact between the firm and its trade is the living representative—the salesman.

To get the full power of the vital business force of real service calls for perfect points of contact.

This means the right salesman—the living man himself—not the goods. The goods are but part of the actual medium that passes in the exchange—usually a known and controlled factor.

The salesman is the contact—the end of the wire, and to distribute the full force of the firm to the trade he must make a perfect connection. He is both the wire end and the living factor controlling the fitting of the wire in the socket. If the salesman is wrong, the contact is a poor one, and the best part of the force of the firm's service is lost.

With this thought in mind can a salesman who neglects himself in any way, his appearance, his knowledge of his goods, his habits, his morals, feel secure in his position?

The salesman who knows that his hours, his health, his smoking, his drinking, his clothes, his knowledge of work, his desire to do his best cheerfully each add to his success, must remember that any one weak point leaves him open to criticism. And the discovery of weakness on any man's part in these days when the science of business is beginning to be understood, means dismissal.

The salesman who can form the right contact is always to be found and since he deserves the job, he in the end gets it. Today, the opportunity for the well balanced and finished salesman is better than ever before.

Firms are becoming aware of the business law that there is more in business building than in business getting and a business building salesman who can intensify the customer's good will towards his firm is the man who gets the dollars.

I trust that you get clearly the idea I have outlined—it contains good food for thought and action.

### How to Praise a Successful Salesman

**W**HILE I realize that you have earned my congratulations, I cannot help but think that you have received congratulatory letters so often from me this year that probably they do not impress you as they would were they of necessity few and far between.

You have consistently held the lead so far this year from the two most important viewpoints among the introductory and advertising department salesmen. To have led in both and incidentally to have covered an unusually big territory where the "going" is not particularly good adds luster to your laurels.

To sum it all up, you have done great work. I appreciate it and I want you to know that I appreciate it. Don't let the fact that I have congratulated you regularly when you were piling up your present good showing detract one bit from this letter congratulating you upon the total result to date.

You have earned the special trip East and you still have the best part of three months to make a record on such lines as



we are particularly interested in crowding for the holiday trade and for consumption during the winter months.

Don't let your success up to this time interfere with your piling still further evidence of work well done upon the present totals.

### Some Good Things for Salesmen to Read

**I** BELIEVE it would interest you to read an article in the Saturday Evening Post, October 8th issue, entitled "One Way Out."

The description of the situation as it exists among the middle class of workers should cheer on the salesman who is almost an independent factor in comparison. At the same time the viewpoint taken of the situation from the angle of the experience as a member of the "human race" shows what has primarily to do with the great problem known as the "Higher Cost of Living." This is at this time the fundamental cause for grief among all those who imitate the man "higher up," or their neighbors, and nearly forgot that peace of mind plus the doing of things that broaden one out is the foundation of "real life."

If you have an opportunity after you are through with that article, locate a September or October issue of Advertising and Selling and read the article by Leroy Fairman, entitled "Juggling With the Advertiser's Money." As we develop the matter of advertising and our advertising department becomes more and more important, the better understanding you have of what the "other fellow" does, the more readily you will be able to explain the advantage of the "square deal" foundation of the service we render.

### About Changing Territory

**Y**OUR showing in the way of sales and earnings during the month of September is most satisfactory. I congratulate you upon the result.

I realize as well as you do that the showing you have made will improve as you become more familiar with your new territory.

I was opposed to your changing territories with our good friend who is now in

———. These changes are an expense to you and to the house. I am from now on unalterably opposed to changes, particularly before the big selling season of the year.

Your stock in trade is your personality, plus your ability, plus your accumulated knowledge, plus your acquaintanceship in a given territory. The last, when it comes right down to the taking of orders, is about as important a factor as any one of the first units that I mentioned.

There is so much trouble caused the dealer by the various peculiar salesmen and sales plans that he has to be very cautious. Even though the house has a reputation established over a long period of years like our organization, the salesman has to make a second trip before he is really getting what the house's reputation entitles it to.

### Co-operation

*By Robert Francis Nattan in the Jewelers' Circular Weekly*

**C**O-OPERATION in a concern means team work, done efficiently and persistently. One man cannot possibly accomplish a great success himself. He may be the ruling power, or the moving influence behind a great plan, but nevertheless he is dependent upon others to work in unison with him and with his ideas. Co-operation signifies to work together, and that is the only kind of work that counts. When there is insufficient co-operation, or lack of team work, the wheels of the great machine of business slip a cog, and eventually there is a halt.

The failure of any interdependent part of a great mechanism to operate properly will, if left unheeded and unrepaired, inevitably result in disintegration and a breakdown. Hence the need of attention to the minutest details.

Business is like a machine, and would be dead and worthless without the guidance of attractive brain capable of securing proper co-operation.

He that is able to say to himself, "Do this"—and does it, is not on the road to success, but right there, sitting down, taking it comfortably, while the other fellows catch up.—*B. R. Brooker.*

# Suggestions on Buying Goods for a Successful Retail Store : *by* Glenwood S. Buck

**N**OW for a heart to heart talk on the subject of buying.

The great danger with most young merchants is that they are inclined to buy too large a quantity of an item. Your success will depend upon your ability to keep the variety up and the overstock down.

It is all a matter of simple arithmetic. When you buy twelve dozen of an article you may save five per cent, and that five per cent is all that you gain. And perhaps it isn't a gain.

You have invested in the twelve dozen several round, hard earned dollars. You lose the use of these dollars, which might be put into other goods, for just as long as the goods remain in stock. In other words, your dollars are resting upon your shelves and earning nothing. They swell the investment but they do not swell the sales.

Could you not invest that same number of dollars in perhaps six different items, five of which you do not sell now, and earn more money with it than the simple five per cent which you saved on the purchase price and which, by the way, you have lost because your money kept in the bank would probably have earned at least five per cent during that time.

## The Features of Good Buying

The art of good buying consists of:

First, selecting the goods that will sell at a profit;

Second, buying them at right prices;

Third, buying of each item neither more nor less than the present demands require.

Buying goods at low prices is not even half of good buying. Many a sharp bargainer has bought himself into bankruptcy.

The overbuying habit is a merchandising crime—for which the flesh-and-blood drummer is largely responsible.

The only short cut to good buying we know is the habit of comparison. Early in the game you must acquire this valuable habit.

Compare—compare—compare—we can't drive the point home too hard.

You must learn to know the merchandise—you must learn how to buy it right—and the only way you can learn is by forming the habit of making accurate and minute comparisons.

## The Buyer's Backbone

You owe it to yourself—you owe it to your business—to make thorough comparisons of everything you buy. You will be satisfied with the result providing you do not dodge any of the decisions you are compelled to make as result of your comparisons.

The man who cannot say "No" to his best friend has no business to be buying goods. He would do better to employ someone to do his buying for him.

It takes backbone—lots of it—to maintain one's purpose and self respect under the influence of a suave "drummer" whose business it is to know human nature.

The man who does the buying is subject to all sorts of pressure—from the innocent tender of a cigar, to that shrewder diplomacy which seeks to manipulate his judgment through claims of intimate friendship.

When we do not like a man personally it is easy to "trun him down." But the man whom you sincerely like—the splendid fellow whom you value as a friend—it is a different matter when he asks an order or would persuade you that your policy is to buy more goods than your own judgment sanctions.

The safe buyer is he who settles for himself what goods and what quantities he wants and refuses to permit his cool judgment to be overruled by anything except hard fact.

Give ear to every seller, man or catalogue, that comes to you, and your heart strings to none.

You can't afford to make a mistake at the start. You must buy your goods in the lowest market. You must not take the drummer's word for it. Make him

prove that his price is lowest—not merely one price, but all of them.

#### **Regularity in Buying**

In your buying, get in the habit of ordering your goods regularly—say every Monday and Thursday morning or any other convenient time. The chances are that you can always make up a satisfactory shipment. If you keep a want book—and the Monday and Thursday morning habit—you are very sure never to be lacking merchandise, at the critical moment.

Another caution: By all means avoid the temptation to buy goods on long dating—that is, buying goods now to be paid for three, six months or a year from now. To sell the goods before you pay for them, to do business on someone else's capital—there are the arguments that will be brought by the suave salesman to get you to buy goods on long dating and usually at a long price.

Of course you do not really do business on someone else's capital when the salesman dates the bills three or six months ahead. No house can afford to lay out its money without being paid for it.

And the credit risk multiplies several times over when the goods are sold on long time.

Rest assured you always pay high interest on the money the jobber so invests. Not only do you pay high regular interest but you pay risk interest as well.

But the great danger of the long dating lies in the temptation to over buy. When the payment time is several months off and the alluring inducement held out that you can sell the goods before you pay for them, the buyer is more than human that is not tempted to buy more than he should. Thus he will have loaded down the shelves with idle stock which ties up dollars that ought to be working.

We shall have other important things to say on this subject when we come to discuss credits.

#### **About Discounts**

No buyer is wholly proof against the attraction of a generous discount, especially if it be whispered confidentially—as an “inside.”

It is easy to take for granted that a large discount is just so much saved and to forget

that the only thing that counts is the price.

A dollar less six, sounds cheaper than ninety-four cents spot cash. But the only fair way to compare prices is net with net. To offer more than a fair cash discount is only a clumsy way of cutting prices. Look out for the man who does it. We think your judgment will confirm the statement that the closer the margin on which goods are handled the smaller grows the discount.

For example, when the dry goods houses are selling something on a really thin margin, they quote it net—spot cash. Notions are sold less six per cent, whereas domestics go on a net bill; the former pay a profit, the latter do not.

The hat wholesalers who offer ten per cent for cash will lop off most of that discount by and by when they get to handling goods on even moderately close margins.

#### **When the Goods Arrive**

In unpacking goods, open one case at a time—and thereby save yourself unlimited trouble and expense.

Don't destroy packing material until invoice is checked.

Don't drive in barrel heads—you may break something. Pry them open.

Open cases at lettered end—that is top of the case. Large orders are checked and packed and invoiced in case lots, and are marked, Lot A, B, and C—you should check them systematically.

Goods should be laid out on counter in order—as they are unpacked. In case there is more than one package of an article—they may become separated in packing, one on top, one in the bottom of a case—get them together. Then check.

These rules should be followed implicitly—when the goods arrive. One broken dish in the barrel is surely an alarming sight even though it may be less than one per cent of the shipment.

Of course you may have some breakage—you must expect it. But it will not, in all probability, run as high as some people would have you believe.

A certain amount of breakage is one of the incidents of doing business in fragile goods and you must figure selling prices accordingly. Even though in one shipment there may not be a piece broken, we should

deliberately price a few dishes, which might have been marked to sell at ten cents, at fifteen cents in order to take care of excess breakage in the next shipment. You must protect yourself in this regard.

Nor can you reckon breakage and stolen goods as an expense. These things must come out of the gross profit—and they must be taken into consideration in the price making.

## What Astonished Grady

By A. L. CUTTING

**G**RADY was a big, fat, jolly Irishman with both eyes fixed on the "almighty dollar" and both hands outstretched to receive it.

He was ambitious; ambitious to win; and to him winning meant dollars, lots of them.

Business ethics had never entered his life. To him life centered on getting riches, without being very particular how he got them.

Perhaps this was due to his business training, for Grady worked for one of the big packing houses, a house that has never been held up as a model in the business world, in the matter of commercial probity.

This may account for the fact that he managed his various business enterprises with an apparent disregard of all questions of business ethics.

Saturday afternoons Grady sold meats to the shoppers of the West End on a little stand on lower Main street.

One Saturday he sold good meats, meats worth the price he asked, but every other Saturday, although the prices were maintained, the quality of his little stock was sacrificed at the altar of the "Almighty Dollar."

He reasoned that the inferior meats meant just so much more profit to be added to the snug little sum deposited to his credit in the Lower Main Street Savings Bank.

And Grady had his eye continually on the "Almighty Dollar."

One day he heard of a course in salesmanship and saw in it a possible opportunity to increase his worldly riches.

But he was skeptical and the salesman with the educational proposition had to labor long to show him that the mastery of the course meant new power to him in his quest for money.

His interest was sustained, however, until it ripened into desire and was so intensified that soon his name was on the dotted line and the first installment of books was received and eagerly studied.

With Lesson Three came a revelation; an unheard of thing in the commercial atmosphere in which Grady worked. It was that honesty is a commercial asset, and that, even from the cold, sordid viewpoint of mere money making, honesty pays.

It set Grady thinking. Could it be possible that he had been mistaken in selling inferior meats to his customers on every other Saturday afternoon?

The book said so and the reasons given seemed logical and reasonable. So he determined to try it, and thereafter, every week even displayed on his little stand nothing but the best and choicest cuts of steaks, the plumpest of chickens, the finest roasts and genuine lamb chops.

In a few weeks his trade began to increase and in a month's time it has nearly doubled and was steadily growing from week to week.

A short time ago the salesman who sold Grady the course met him on the street and asked him how he was getting on.

Grady was enthusiastic.

"Do you know," he said, "the firm has raised my pay six dollars a week, and since I learned from Lesson Three that you can make more money by being honest, I've steadily increased by Saturday business at the meat stand. I honestly believe that when I have confidence established among my customers, that that one thing alone will be worth \$1,000 a year to me."

When the conduct of man is designed to be influenced, persuasion—kind, unassuming persuasion—should ever be adopted.  
—*Abraham Lincoln.*

# Advertising—the Automatic Welding Device and the Flux : *by* Arthur Bumstead

**A**DVERTISING (of the right sort) welds the buyer to the seller—and does it automatically.

Advertising (of the right sort) is the tried and proven welding device designed for the use of the Twentieth Century business builder.

The real salesman does not content himself with taking the customer's first order, relying simply upon the quality of the goods to get the "come-back."

Neither does the real advertiser content himself with merely getting his name before the public in the expectation that a reputation once made will stay made.

## Orders Versus Re-Orders

No permanent business success was ever built up of mere orders. Unless your orders—and my orders—lead to re-orders, we may as well shut up shop and start in search of fresh fields and pastures new.

Advertising (of the right sort) is the one always reliable, automatic welding device, adapted by its very nature for fusing the interests and fellow-feeling of buyer and seller for their mutual profit and advantage.

The mechanical process of welding involves intense heat and heavy hammering. Heat alone will not do the trick; neither will hammering alone do the trick (unless the hammering be long enough and heavy enough to render your metals fusible). This method, however, of fusing by simple hammering I do not advocate—it is too tedious and too costly.

## The Welding Flux of Satisfaction

The experienced metal worker tells us that the best results are accomplished with the use of a flux, as borax, for fusing the semi-liquid metals while they are at a white heat.

The welding flux of true salesmanship is the satisfaction handed out by the salesman to the buyer, which cements and seals the enduring quality of the transaction, rendering it perfect and sound long after the sale is closed and the goods delivered

and paid for. Herein is one of the secrets of successful business building—an open secret, which many earnest toilers are sadly overlooking.

## The Scope of Correct Advertising

Advertising (of the right sort) does all of these things—and does them automatically. Advertising (of the right sort) does not confine itself to published announcements in newspapers and magazines—it extends and ramifies in such a way as to include practically every detail of the business system, but more especially the follow-up campaign, and the persistent—yet courteous—solicitation of the customer's continued patronage.

This matter is entirely a practical one. Are you spending money for advertising? Do the returns satisfy you? Might they not be better—very much better?

In your case—and in the case of your customers—is the welding process going forward? If not, why not? And would it not be well to make a trial by practical demonstration of what advertising (of the right sort) could actually accomplish for a business of undoubted merit?

## Meaning of Expert Service

The advertising copy expert—in other words, the advertising counselor—undertakes the preparation of the advertiser's announcements in the form in which they are finally to appear in the public prints. In other words, he writes up and designs the copy as it is to go to the printer—but the advertising man's service doesn't end there by any means.

It may be that the advertiser's present publicity campaign is already making a fair success—that it is yielding returns—but that a few trifling changes here and there would obviously be of decided advantage in the exploitation of the product in an enlarged field and for increased profits. In such a case the suggestions of the expert may mean a large difference in actual results.

Or it may be that the choice of mediums has been unfortunate—that the product has not been presented to just the right class of people, or in just the right way to appeal to the readers of a certain class of mediums.

In any of these instances the services of the advertising counselor may be of incalculable benefit. By virtue of the very principles already stated, it will be of vital interest to the expert to make good for any proposition in which there is the slightest possibility of success. At least the expert may be allowed the opportunity to look

into the details of the enterprise and render an opinion as to its needs and possibilities.

Both advertiser and advertising counselor are after results. The future of both will be dependent very largely upon re-orders. In the case of both, the welding process must go forward. The welding flux of satisfaction must be an essential feature of this process in each instance. The recognition of these principles must have a significant bearing on the future of every progressive business-builder; and such recognition should be immediate and decisive.

## Service that Serves

By C. FIRST JOHNSON

**SERVICE.** What a world of meaning it carries with it! Uninterrupted service is what the world demands—service that serves, counts.

Only the doers are entitled to succeed.

The cause of success is in the individual who succeeds, and the application of the service which produces success will make any individual a success.

I frequently meet men who are continually dreaming of what should be done to make life more fruitful and to make the world more productive, who content themselves with the dreaming, without ever attempting to perform the tasks that they so beautifully picture in their mental vision.

There are only two classes in this world anywhere we go. They are the leaners and the lifters. This fact was beautifully emphasized in the life of the servant of servants. Ever since He took His place among the working class and began to render service for the betterment of humanity and the world, it has been hard work for anyone to find better company than to be associated with those who are serving.

We are taught by the railroad magnates, such as Hill and Harriman, that whoever renders service that serves will be paid handsomely for serving. The man who controls the railroad system of the United States is more powerful than the President, not because he is greater by choice, or selec-

tion, or elevation, but because he is in direct touch with the chain of circumstances with which the working class is connected.

We realize that all of us, in some measure are in touch with these people, since our household furniture, books, mail, and food, come through them. In fact, very few things we use can reach us without coming directly or indirectly to us through the agency of these servants. The measure of power and success is due to the constructive, concentrated efforts of the workers.

The workers really rule the world. They have created it, and they could take possession of it, if they would. All they need to do is to give more in value by service than they are paid for, and continue this method until they begin to love to render the service that serves, when all things will move their way.

Service cannot become valuable by changing of systems, but systems will be changed by the rendering of valuable service.

"In which class are you? Are you easing the load  
Of over-taxed lifters who toil down the road?  
Or are you a leaner who lets others share  
Your portion of labor, and worry and care?"

Be a lifter. Render the service that serves, and you are a success where you are.

Motto: Continually rendering the service that serves, I am a success.

# How I Collected a Difficult Account and Made a Firm Friend : *by* Edward S. Jones

*Good collecting is an important form of good salesmanship and good business building. This account of an odd experience shows how both arts entered into the accomplishment of the work the collector had to do.—Editor's Note.*

**S**OME years ago, I was engaged in writing industrial insurance. I soon had one of the best debits in the district.

One day the assistant manager turned an account to me for collection saying neither he nor the man over him dared to go near. They were both big, brawny Irishmen, while I was only five feet seven, and slight built then. He told me that the police were afraid of this man. While he was the richest Irishman in those parts, he was a fighter and had stated that he would make mince meat of the next man that said insurance to him. His son, who was a lawyer, had told him that, as he did not know his age, no company would ever pay.

I lived at the principal hotel in town, so did my boss.

## Bearding the Lion in His Den

One night, when the elements were at their worst, I announced to the hotel clerk and to my boss that I was going to call on old man Craven. They advised me not to; so did the hotel proprietor; so did the chief of police, who dropped in before I left.

"Well," I said, "somebody has got to do it, and if I am not back in an hour, you send the ambulance."

I found that old man Craven lived all alone in one of his numerous possessions at the top of a very rocky eminence.

I knocked and was admitted, having absolutely no idea what I was going to say. But I felt absolutely no fear.

I was led into a neat dining room and found a supper table set for two. I learned that, since the old man's wife's death, he had always done this thing.

I remarked on his beautiful pear preserve. It looked more appetizing than any for sale in our stores. He said he put it

up himself, in the same way that he used to help his wife do it.

I remarked his good looking bread. I saw absolute cleanliness in his spotless white table cloth, his clean dishes, everything set as if for company.

He invited me to sit down and eat. I replied that I had just had my meal at the hotel. He pointed to the chair and said "Sit down!"

I sat down.

"You eat!"

I did.

He entertained me during a full meal, where the food was crowded upon me as if I had not eaten for a week, with the story of his life in Ireland, forty-five years before. He had become the champion wrestler of all Ireland. I believed it then, and have had it verified since. His frame showed him still a giant in strength, and a handsome fellow, although fully seventy years old. He did not look it.

Near the close of the meal he excused himself and went down stairs. When he returned he had in his hand a queer-shaped jug. He got out two small tumblers and poured a colorless liquid into each. I detected a smell of liquor.

I asked to be excused, saying that I did not drink. He glared at me, and said, "Drink that!"

I drank it slowly and enjoyed it to the finish. He started to fill it up again, but I begged off and he did not insist. He told me that it was gin he brought from Ireland forty-five years before.

Later, when I told of this experience, the hotel proprietor and the chief of police each looked at me with envious eyes. One of them had had a drink of this old gin ten years before. The other thought it was fifteen years since he had a drink of it, but neither were ever offered a second.



Then the old man took me into his bedroom, and I saw there a bed neatly made up with pillow shams and beautiful, white, clean Irish linen sheets on it.

I remarked that he never slept in this room. And he replied, "Every night."

#### Collecting by Re-Selling

Finally, when we had returned to the dining room he turned on me and said, "Well, now for the business."

I replied, "Insurance—your life insurance."

In a flash he was on his feet, glaring at me like a wild beast.

I kept my seat and looked at him and smiled. It was my mood, it struck me funny, dramatic.

Suddenly he sat down, with the remark made in no kindly tone, "You have eaten and drunk at my table. You are my guest. I will hear what you have to say."

Then I told him that my company would be pleased if he would be kind enough to die tonight, at which he half got up again. But I went on to say, "I would not be pleased. Say, put it off till tomorrow night, for if you died tonight, I might be blamed for it, as the last one to have seen you alive, and it being known in town how you felt toward insurance men."

Then I said, "Mr. Craven, you have been insured in the Blank Company for a full year, therefore your policy is incontestable. Even if you had intentionally lied about your age or any other point or statement in it, the company is bound to pay it if you have kept it up. Furthermore, while the other two industrial companies have had numerous deaths in town, during the last year, our company has not had any. Can't you see that if say, day after tomorrow morning you were found dead in your bed by a neighbor, say at 7:30 a. m., and Dr. Milburn should be hastily summoned and stated heart disease, no blame would come to me, nor to any one else. It would simply be a natural death. We should hear of it at the hotel.

"While reporters were getting facts for their papers about one of the best known Irishmen in this country, the undertaker would be laying you out." He was glaring at me, every moment as if he would throttle me, and I was paying no apparent

attention to anything but what I was saying. "We should be busy, too. First, we should get from our office some death certificate forms and take them right to Dr. Milburn to fill in. Then we hustle into Newton and have them filed at the main office. Next we telegraph headquarters, and by nine o'clock some one of us with authority would have in hand a check on a bank and be the first man at the bank window, on the opening of the bank, to get it cashed. From the bank we should have a car waiting for us, to hustle us to find your son, your heir apparent. He has known of your death for an hour. He is making his plans to come to your old home here. We thrust the money into his hands and ask him to count it, and to sign for it. We note the time. It is four minutes, thirty-two and two-fifths past nine."

#### Building Business

I continued, "We hurry from his office to a printer's who is waiting for us, with copy all set. He photographs your son's signature and in a few minutes we have hundreds of copies of that note saying that at 7:30 on the morning of August —, 190—, ——— Craven of ——— found dead in his bed; at the opening of the ——— Bank in Newton, five hundred dollars was withdrawn and exactly four minutes and thirty-two and two-fifths seconds afterwards your son had the money in hand in full."

Mr. Craven was looking at me in a puzzled sort of way.

I went on to say: "Before that day is done, we have written ten thousand dollars' worth of new insurance in this town, on the strength of those papers showing prompt payment. We have paid on authority of our company at headquarters. What do they care whether you were sixty-eight years old or one hundred and sixty-seven years old, or any other old age?"

In a moment he rose, took me by the hand and shook hands with me. Then he paid up his arrears and as far ahead as his account was behind, pledged me his eternal friendship and has since then made good.

I learnt that nothing can constitute good breeding that has not good nature for its foundation.—*Bulwer.*

# A Word to Salesmen, Advertisers and Business Men : *by* George H. Eberhard

**M**EET with a friendly chemist, engineer, doctor, surgeon, dentist or lawyer, and inquire as to recent developments in his profession. It is just a question of the time at the professional man's disposal and your own understanding and attention as to how much he can tell you.

The supply of new material, recent discoveries, new ideas, recent proofs or disproofs of principles or practice seems to you inexhaustible—facts, figures, comparisons and authorities are put before you in an endless chain.

You are always impressed and if inclined to analyze, you look further and find that the real professional man is constantly and constructively studying and acquiring knowledge of use to him all the time.

New books, special magazines, lectures, active societies and numerous other sources are utilized to add to the knowledge acquired during several years of college preparation.

Ponder over this for a long period of time and continue to make systematic inquiry.

## **Why not Make a Profession of Business?**

Then compare the economic value of the work of the salesman, the advertising man and the business man with that of the professional men.

How does the relative endeavor of the salesman, the advertising man, the grocer, the hardware man or the managers and workers in similar individual business enterprises impress you when compared in their usefulness to society with the endeavor of the professional man?

Look at it from any viewpoint—the need of society, the money involved, the service performed, the mental effort of a day's work, the complexity of detail, the range of past history, the present or future need or the possibility for real human service.

They all average up, when everything is considered, about the same. Each has a

necessary serious and important work to do, but—

Here's the question that makes the thinker hesitate for a satisfactory answer: Why don't more of the salesmen, the advertising men, the reasonable men in business, keep up to date and take the professional view of their work?

Observe the lack of preparation and the slow sale of vital books and magazines, covering their special field of endeavor, and the few active clubs or associations.

The present lack of facilities such as separate colleges or courses in established colleges, the limited available supply of real helpful books and magazines would soon disappear if the schools for salesmanship, advertising, and for business were encouraged to become better and more thorough through active appreciation and support.

Endowing of the universities by business men where the higher branches and acknowledged professions are taught is all right. The more the better for an improved society, but why not endow schools and colleges or departments in colleges so that they could accumulate knowledge by painstaking research and teach business of every legitimate character, salesmanship and advertising in a thorough manner?

Manual training schools cover another field but are a good illustration of another great need inadequately supplied.

## **There is a Science of Your Business**

How many salesmen, advertising men, business managers and employes read and appreciate the special books and magazines published today? How many take an interest in endeavoring to be professional men in their line and to be up to date? How many take a real pride in their own useful knowledge and experience?

The work now being carried on by a few to establish institutes for advertising, salesmanship, business research and instruction deserve more support from the busi-

ness community, more active interest and intelligent appreciation on the part of all the individuals I have enumerated.

There is a science of business for every character of legitimate business. There is science of salesmanship and a science of advertising.

It is imperative that we get the past experience together, organize the accumulated knowledge and formulate the sciences

—but to bring this about the workers in these fields must wake up, grow serious and earnest.

Once this is done the day of waste and long physical effort will be ended, all to the betterment of society and the usefulness of life. It will increase the satisfaction and pleasure of living through increased efficiency for the salesman, the advertising man and the business man.

## The Telling Point

By WILLIAM R. BRIGGS

NINETEEN men out of twenty stop short of the telling point. Plan well—start well—keep going well up to the point that would mean signal success if only *passed*, but alas! they stop on the *wrong* side. The “finishing touch,” it might be called.

A barber of the ordinary class cuts your hair and trims your beard in the ordinary way, and you feel fairly well satisfied—at least, you see no reason for finding fault—and yet you do not feel any special inclination to go again to him.

But when you strike the “one out of twenty” barber—what a difference? He may not do the job *any* better until he comes to the finish, but how carefully he looks you over then. Once, twice, three times he allows you to start and then discovers a stray hair, and up he grabs the shears—how he tilts his head on one side, and then the other, to make absolutely sure that both sides are alike. And then, note the air of pride in his handiwork as he holds up the mirror for you to see how neatly he has performed his task. *This* barber, this high-grade workman, does not need to say “come again”—those finishing touches have said it for him—and you go again, again and again.

The salesman who *continues* to pull down the goods from the shelf after the customer has said “enough” is the salesman who pleases the trade. “Why, madam, I *love* to show these beautiful goods, I am so proud of our assortment that I just enjoy taking them down to see them again myself.” That is what his actions say to the

customer, and the *extra* piece or two prove to be the finishing touch that bind the customers to that particular salesman.

“Is there anything else?” Oh, what a splendid combination of words. How like music those four words sound to the employer when said in a cheerful, bright way at close of business. As far as the east is from the west, so far is the young man who finishes the day with such an inquiry from the fellow who “sneaks” when the first bell rings.

It is quite possible that the “skipper” has done fully as good a day’s work as the other young men, but one puts on the finishing touch—the other leaves it off. One gets credit for being an efficient, obliging employe—the other for being a shirk—and possibly the only difference is that five or ten minute *willing* service *over* time.

Thousands of employes are *fairly* good penmen. A little *extra* effort would make them *excellent*. Thousands are *fairly* good bundle wrappers. A little *extra* effort would make them excellent. Other thousands could easily graduate from fair to excellent in the exceedingly important matter of *arithmetic*. Still other thousands could make the same change in the splendid virtue of *neatness*.

This is intended to help those who are *naturally* capable, and yet are going through life as a “near-success,” simply for the lack of that one final “spurt.” Put it on; let yourself out; Give “*good measure*, pressed down and running over,” and you will soon find that words of commendation are frequently coming your way.

# Some Pertinent Questions for Traveling Salesmen : *by* an Unknown Questioner

*The source of this list of questions is unknown. Credit would gladly be given to the wide-awake author had he not been so modest as to withhold his name.—Editor's note.*

**S**ELL goods for others as you would have others sell goods for you."

Are you loyal to the house which pays your salary and expenses each week, without a cent invested by yourself?

Do you get out early in the morning, and work all day for their interest, or do you steal from one to two hours each day, making yourself believe that the house doesn't know it, or won't find it out?

Do you call upon all the desirable trade in each town assigned to you to work, and do you try as hard to sell them as if it were your own goods you were trying to sell?

Do you try to make beneficial settlements for your house, and save them money whenever you can, just as if you were saving it for yourself?

Do you stick in a livery bill or incidental items into your expense account when the money in reality has not been spent, while you are sitting in some hotel smoking a good cigar, and the manager is sweating blood to make an honest dollar for the firm, and is unfortunately counting on your assistance?

Do you do the position of traveling salesman justice, by hustling along honest, conscientious business-like lines, or do you hurry up with your customer or skip some so that you can spend an evening playing pool, or telling some innocent country girl how much you love her, while your wife and children are at home economising and praying for your success?

Do you devote the time your house is paying for to their interest entirely, or do you belittle yourself by carrying side lines, for your own personal income at the expense of the house?

Do you jump a town now and then and if a customer whom you have not visited for months sends the house a mail order,

do you make a "holler," because you do not get credit for selling this particular bill?

Do you ask your customers to send orders to your home, so that you may stick your name on the order, and claim credit or same, thereby delaying shipment, for which the firm gets h——?

Do you work right up to Saturday night as you should do, and give your house your entire time, or do you take a train home on Friday, thereby losing Friday afternoon, all day Saturday, and Monday morning before getting on the battle field again, where a good soldier belongs?

Do you at the end of the year, take these things into consideration?

Think it over.

Mr. Salesman, remember Lincoln's saying: "You can fool all of the people part of the time, part of the people all of the time, but you can't fool all of the people all of the time."

Make a resolution now.

Do the right thing, work hard and you will win. If you don't, your benefactor will get wise, and you know the rest.

## Mental Dyspepsia

By A. St. Paul Reynolds

**S**HOCKING murder. Woman hacked to pieces with a meat ax. Body placed in a trunk. Discovered by depot porter when pools of blood ooze out upon the platform."

"Negro burned at the stake by outraged (?) citizens."

Whoa, Bill, give the young day a chance for its white alley; it is too soon after breakfast for this sort of mental muck.

No wonder that most of us are sort o' ailing, our nerves can't stand everything.

We are suffering from mental indigestion, superinduced by this unwholesome literature.

Honestly now, would you select this sort of dope for your mid-summer light reading?

Still most of us read it, and some even discuss these cancerous fungus growths found in the daily news.

Hang on to the commuter's strap and watch the "morbid squad." They sit with their snoots buried deep among the serried black battalions which spell the horrors of the past twelve hours.

Catch a later car and come down with the bankers. See them work themselves up into a frenzy over "copy," mere copy. Call it news if you will, some of it is, some is not.

They don their armor to tilt against the wind-mills of civic or business injustices which may never come to pass.

Their after-breakfast mental calisthenics are hardly more wholesome than those of the commuters in the car ahead. What they read makes them hot under the collar and grips the fresh young day with a strangle hold before it fairly begins.

Evil is always with us. We are constantly reminded of it. We pay a penny a day to be reminded of it.

It's bum junk.

Old Cap Collier or Dead-eye Dick, friends of our childhood years, are classics compared with modern journalism in some respects.

At any rate they did not destroy the peace of mind, or seriously shock the nervous system.

Yet in defence of the daily howler let it be said that it must and shall print all the news, good and bad alike. It is the mirror which reflects the day's history.

Let it be realized that the reporter who witnessed the shrinking flesh ascending the scaffold would rather have been sitting in the bleachers, watching the "good old game." Duty called him there to the jail-yard. Duty does not call you there, though. It is not on the statutes that you must read the stuff.

You don't have to search through the pockets of the suicide all messed up in his clotted gore. Remember that.

Where is the simple faith of your childhood years? Gone, hey?

You can have it back again if you will eschew your daily gob of the morbid news.

It will save your eyes, too, and your nerves.

Scan the headlines. Read only what concerns you. Pass up the "Rue Morgue" stuff, and watch your weight increase and your business grow.

The howler costs but ten mills a day but it's worth ten dollars to read.

It is instructive. Yes. It can also be destructive.

## Don't Shout About Your Business

By JAMES W. FISK

**I** WAS three days late so that I wasn't absolutely certain that the position was still open. As the train after many jerks and much hissing of air finally stopped at the station, I swung off the front platform of the smoking car and gazed about to get my bearings.

Over in the distance behind a clump of trees, several columns of smoke extended skywards and I knew that the village must be located in that direction.

Walking down the platform, I encountered a dapper young man who had just alighted from the train and, grip in hand, was surveying the scene.

"Where is the Yawkey Lumber Company's store?" he asked.

The thought flashed through my mind that here was the man who was to take the position for which I was overdue.

Now, I hadn't the faintest idea where the store was but I could see that he thought me a resident of the village and that I was supposed to know. So without hesitation I directed him up the path toward the columns of smoke.

As I stood wondering whether to give up the idea of trying for the position or not, a man brushed past me dragging a heavy mail sack by one end. For some

reason, I took it upon myself to pick up the other end of the sack and together we hastened up the path after the dapper young man that I had directed to the store.

When we overtook him, he had been joined by one who judging from their conversation must have been an employe of the store. They were talking in loud tones and I soon learned that my fears were not groundless. The aforesaid young man admitted to his companion that he was the "new dry goods man."

Without making my position known I found out from the man at the other end of the sack that the post office was in the store, and moreover received his assurance that as soon as we reached the store, he would point out the manager to me.

Into the store we marched, the mail man and I having by this time gained the lead.

"That's him," whispered my companion, nodding toward a man who stood near a counter at the front of the store.

Well, I presented myself and was told to report for work the following morning.

The other fellow—why, he took the next train out of town without even waiting to tell his story to the manager.

What is the moral? Simply this: It isn't always policy to discuss your business affairs at the top of your voice, nor to tell what you are going to do until after you have done it.

### Failure

Failures are stepping stones to success for strong hearts determined to persevere. Napoleon failed as an essay writer, Shakespeare as a wool merchant, Lincoln as a storekeeper, Grant as a tanner. But that indomitable something in the hearts of purposeful men did not permit them to brood over their failures, but gave them courage for other attempts. If you have failed, don't stop to make excuses any more than when you win you stop to count victories! Keeping eternally at it, through stress and storm, through bitterness and defeat, brings a man at last to the place where success crowns efforts.—*The Pilgrim*.

## Power

By MILTON BEJACH

*Assistant Advertising Manager, in The McCaskey Bulletin*

**T**HERE are two kinds of power in this world that really amount to something. The one we hear about most often is horse-power. This is used to drive machinery and to make the things that you and I wear, live in, under, and sleep on. The other kind is man power, and though we hear less of it than we do of the first, it is about a million times more important.

If there were no man power, there would be no horse-power. Or rather, there would be horse-power, but no one to apply it. The result would be a waste.

There is a big waste of horse-power, in dollars and cents. It runs into millions every year. This waste is due entirely to the fact that there is not sufficient man power. And even though the waste of horse-power is enormous, it is a trifle as compared to the waste of man power.

Edison and some other prodigious workers never know when to quit their labors, have to be called to the dinner table

and reminded that it is bed time when the ordinary man has been tucked under the sheets for hours. These men grow fat and thrive on their work. They use all their man power in developing that other power.

I don't remember just who it is, Professor Munsterberg of Harvard, I believe, says that not one man in a thousand uses even one half his power.

Most of us quit when we have winded ourselves. We forget that when we were boys, running foot races, we always wanted to lose our first wind quickly so that we would have the enormous reservoir of second wind to draw on.

The same rule applies in the larger affairs of life.

Thomas Dreier in *THE BUSINESS PHILOSOPHER*, the other day, spoke of experiencing a sort of physical exaltation which kept him turning out copy by the ream. The force behind it was man power,

and this man power was generated by auto-suggestion.

Horse-power, you know, requires some physical energy behind it. Man power does not. There are several ways in which it may be generated. One is auto-suggestion, another is high thinking, not high living. There's a heap of difference.

We all want more power, more man power, more mental power.

Here's a receipt for obtaining it. This formula was invented or discovered some thousands of years ago and in all that time has never failed to produce results.

"Strive each day to make that day better than the last in clean living, service to man and adoration of God."

### Can You Laugh?

By H. P. Wartman

**I**N WHAT state of cultivation is your sense of humor? Have you learned to laugh?

Some day when things don't seem to break just right, try this. Spend a minute

or two before the window of some picture store and look at the "comics." The vulgar ones won't do you any good but here's one I saw the other day that put me in good humor for the afternoon and was the cause of my tearing up a letter to a lad who deserved (?) a call.

At the hour of 2 a. m. a gentleman in a most deplorable state of inebriation, collar and tie awry, vest open, watch hanging, hat battered, holds grimly to the stairway which ascends in a series of curves and undulations unknown to architecture. The newel post is bent double, the grandfather's clock swaying, the hat-rack toppling, etc., and the gentleman, the picture of disgust tempered with commiseration remarks, "God help the poor sailors on a night like this!"

My word-picture is weak—but take a look at the original some day when your better-self needs a tonic.

And don't forget the moral the bibulous one teaches: "It is sometimes more profitable to be the amused than the amuser."

## Self Contentment

**T**HE man who is content with himself is like the Mountain Rose—living an unseen glory and dying without having brought anything of cheer into the world. Self is nothing unless it forms a link in the lives of the living.—*Don E. Mowry*



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Because our universities and colleges graduate "Doctors of Medicine" when mankind needs Doctors of *Health*—doctors who would teach and practice that Health is Commonsense, that Health is Wealth, Wisdom and Happiness; that Health is Business and Brains; and that sickness is Hell, inexcusable, self-inflicted, degrading; and only brain-lazy people get sick or stay sick, or would rather die in an orthodox manner than to get well or cured in the Commonsense way—the Autology way.



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Harvard University Medical School, '88; College of Physicians and Surgeons (Chicago), '89. Formerly House Physician and Surgeon in Cook County Hospital (Chicago); Professor of Obstetrics, College of Physicians and Surgeons (Chicago). Member of Chicago Medical Society, etc.

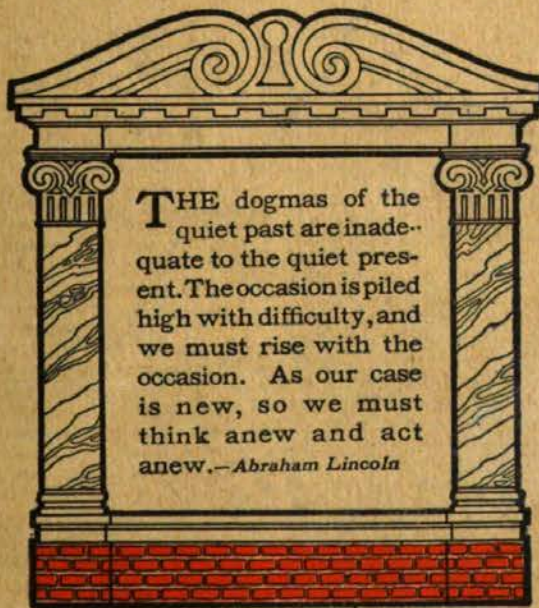


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BY JAMES ALLEN

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Guard well thy mind, and, noble, strong, and free  
Nothing shall harm, disturb, or conquer thee;  
For all thy foes are in thy heart and mind,  
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BY JAMES ALLEN

This book is an interpretation of the mission and teaching of Jesus in the light of self-perfection by noble moral conduct, based upon the truth that spiritual enlightenment and the practice of virtue are identical. An illuminating commentary on present-day trends of thought, vital and valuable. In it Mr. Allen deals with The Gate and the Way, The Law and the Prophets, The Yoke and the Burden, The Word and the Door, The Vine and the Branches, and Salvation this Day—here and now. A companionable book.

"The essential difference between a wise man and a fool is that the wise man controls his thinking, the fool is controlled by it."—James Allen.

"That Jesus subordinated his own will to the will of the Father, it is inspiring to know, but it is not sufficient; it is necessary that you, too, should likewise subordinate your will to that of the over-rolling Good. The grace and beauty and goodness that were in Jesus can be of no value to you unless they are also in you, and they can never be in you unless you practice them, for, apart from doing, the qualities which constitute Goodness do not, so far as you are concerned, exist."—James Allen, in "Through the Gate of Good."

*Regular Price Fifteen Cents per Copy*

**Sheldon University Press, Libertyville, Illinois**

ARTHUR F. SHELDON  
EDITOR-IN-CHIEF

# CONTENTS

ARTHUR W. NEWCOMB  
MANAGING EDITOR

## SHELDON'S BUSINESS PHILOSOPHER AND SALESMANSHIP

FEBRUARY, 1911

ABRAHAM LINCOLN.....	<i>Frontispiece</i>
EDITORIAL .....	61
<i>By A. F. Sheldon</i>	
LYONS, EDUCATIONAL ADVERTISER, AND THE RESULTS HE GETS..	69
<i>By Arthur W. Newcomb</i>	
THE GETTYSBURG SPEECH OF LINCOLN AS AN ADVERTISEMENT....	74
<i>By T. J. McLaughlin</i>	
PARENTAL POWER IN PRENATAL PERIODS OF EDUCATION.....	75
<i>By Anna G. Sheldon</i>	
MISTAKES—MECHANICAL, MENTAL AND MORAL, AND THEIR CURE	79
<i>By George W. Wilkie</i>	
THREE PRINCIPLES AND THREE EXPRESSIONS OF LOYALTY.....	81
<i>By H. B. Osgood</i>	
THE LAW OF PROPORTION IN CHARACTER ANALYSIS.....	83
<i>By Dr. Katherine M. H. Blackford</i>	
THE DICTUM OF ECONOMICS UPON THE HIGH COST OF LIVING..	88
<i>By C. H. Ingersoll</i>	
THE HEART OF THE WORKER AS A FACTOR IN BUSINESS SUCCESS..	92
<i>By David Gibson</i>	
BUSINESS MAXIMS.....	93
<i>By J. E. Moreton</i>	
THE INCENTIVES FOR DOING OUR LEVEL BEST IN OUR WORK....	94
<i>By Sheldon Leavitt, M. D.</i>	
THE QUESTIONS OF SOCRATIC.....	99
<i>By Arthur W. Newcomb</i>	
LIFE INSURANCE—CONSERVER AND DEVELOPER OF BUSINESS....	102
<i>By Stewart Anderson</i>	
THE OPPORTUNITIES FOR AMERICAN TRADE IN ARGENTINA....	107
<i>By Francisco C. Enright</i>	
LETTERS OF A SALES AND ADVERTISING MANAGER.....	111
<i>By George H. Eberhard</i>	
OUR NEGLECTED TRADE.....	115
<i>By O. J. Vogl</i>	
ANALYSIS OF A NEW CORPORATION FOR THE SALE OF ITS SECURITIES	116
<i>By Roscoe Royal</i>	
WOMAN'S CAPRICES A POTENT FACTOR IN BUSINESS BUILDING..	117
<i>By Bertha A. Loeb</i>	
THE PHILOSOPHER AMONG HIS BOOKS.....	119

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# Ginger Talks

235 PAGES—15 FULL PAGE CARTOONS

## Sales of Two Millions a Month

The Course in Salesmanship that Built Them for the National Cash Register Company

### YOURS FOR TWO DOLLARS



**T**HINK of a course in practical salesmanship, written straight out of the heart of the greatest selling organization in the world, by a Director of that organization; a course that does not merely describe the selling system of this colossal concern—but **IS THAT ACTUAL SYSTEM ITSELF**—the word for word Ginger Talks of that world famous company to its 1,000 salesmen—the verbatim coaching, the exact specific instruction, the very selling pointers and arguments and inspiration and enthusiasm that built up, through those 1,000 red-blooded salesmen, a business of over two million dollars a month in monthly sales.

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*The Quaker Oats Company invested \$450 in it.*

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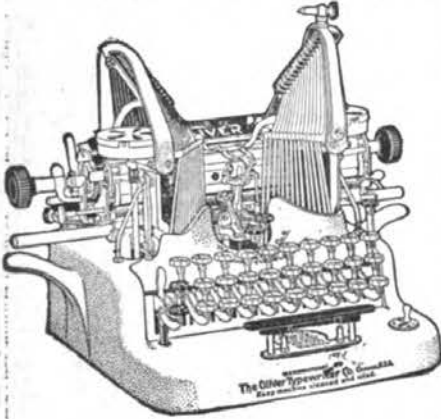
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SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Seventeen Cents a Day Buys an Oliver Typewriter

This amazing offer—the New Model Oliver Typewriter No. 5 at 17 cents a day—is open to everybody, everywhere.

It's our new and immensely popular plan of selling Oliver Typewriters, on little easy payments. The abandonment of *longhand* in favor of clean, legible, beautiful *typewriting* is the next great step in human progress.



Already—in all lines of business and in all professions—the use of *pen-and-ink* is largely restricted to the writing of *signatures*.

Business Colleges and High Schools, watchful of the trend of public sentiment, are training a vast army of young people in the use of Oliver Typewriters.

The prompt and generous response of the Oliver Typewriter Company to the world-wide demand for *universal typewriting*, gives tremendous impetus to the movement.

The Oliver, with the largest sale of any typewriter in existence, was the logical machine to take the initiative in bringing about the *universal use* of typewriters. It *always* leads.

## Save Your Pennies & Own an Oliver

This "17-Cents-a-Day" selling plan makes the Oliver as easy to *own* as to *rent*. It places the machine within easy reach of every *home*—every *individual*. A man's "cigar money"—a woman's "pin-money"—will buy it.

Clerks on small salaries can now afford to own Olivers. By utilizing spare moments for practice they may fit themselves for more important positions.

School boys and school girls can buy Olivers by saving their *pennies*.

You can buy an Oliver on this plan at the regular catalog price—\$100. A small first payment brings the machine. Then you save 17 cents a day and pay monthly.

And the possession of an Oliver Typewriter enables you to *earn money to finish paying for the machine*.

### Mechanical Advantages

The Oliver is the most highly perfected typewriter on the market—hence its 100 per cent efficiency.

Among its scores of conveniences are:

- the Balance Shift
- the Ruling Devise
- the Double Release
- the Locomotive Base
- the Automatic Spacer
- the Automatic Tabulator
- the Disappearing Indicator
- the Adjustable Paper Fingers
- the Scientific Condensed Keyboard

### Service Possibilities

The Oliver Typewriter turns out more work—of better quality and greater variety—than any other writing machine. Simplicity, strength, ease of operation and visibility are the corner stones of its towering supremacy in

- Correspondence
- Card Index Work
- Tabulated Reports
- Follow-up Systems
- Manifolding Service
- Addressing Envelopes
- Working on Ruled Forms
- Cutting Mimeograph Stencils

Can You Spend 17 Cents a Day to Better Advantage than in the Purchase of this Wonderful Machine

Write for Special Easy Payment Proposition or See the Nearest Oliver Agent

The Oliver Typewriter Co., The Oliver Typewriter Building Chicago, Illinois

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Ring the Bell Every Time

**W**HAT is it worth to you to be able to ring the bell every time you strike for a customer's order? What is it worth to you to be able, when he puts forth an objection, to knock that objection sky high with the irresistible force of a selling argument that has been tried and proven by the best salesmen of the best concerns in the world—concerns whose names are household words by reason of the enormous sales these very selling arguments have brought them?

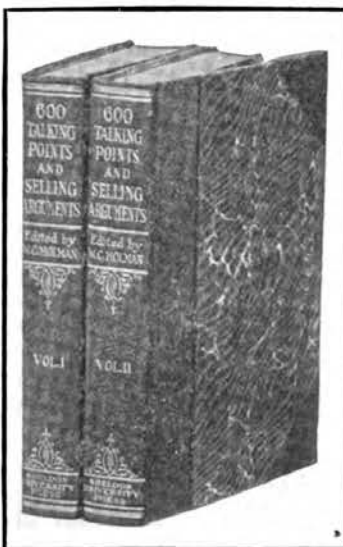
## What is it Worth to You:

—To know in advance the objections your prospect will make and the best answer to each that has ever yet been discovered.

—To have a number of answers (in some cases as many as twenty to thirty) to each objection—all irresistible—600 irresistible selling arguments?

—To know that every one of these arguments has been evolved by years of hard experience—improved and made stronger by constant successful use?

—To know that many of these arguments cost thousands of dollars in experience before they were discovered and perfected—and that many of them have sold millions of dollars worth of goods?



## Every Page Coinable Into Money

A chemical formula written on the back of an envelope may be worth a fortune; a few figures giving the combination to a safe may unlock a door with millions behind it. Every page of this book contains a selling formula that you can coin into ready money. Every one of these 600 irresistible arguments opens a door that will lead you to more sales and more commissions. You could well pay, if you had to, a green-back for every page of this book; but the cost to you is slight.

**Sign This Coupon** —Can you afford to pay one-half cent for an argument that has sold thousands of dollars worth of goods—an argument whose discovery cost hundreds or even thousands of dollars in time and experience and actual money of star salesmen and great concerns.

—An argument that will surely close sales for you—that may clear you a hundred dollars in commissions the first day you use it, and hundreds or even thousands of dollars as you use it over and over again, throughout the entire year and for years to come.

Can you afford to pay one-half cent for what is worth anywhere from \$10.00 to \$1,000.00 in actual money-making power to you?

## Then Sign This Coupon and Mail Today

THE SHELDON UNIVERSITY PRESS, Libertyville, Illinois

Enclosed please find \$4.00 for your Two Big Volumes of Six Hundred Talking Points and Selling Arguments.

Name.....

Address, etc.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Make Your Vacation Pay

**H**AVE a good time on your vacation this coming summer—the time of your life.

Make it a time of rest, of relaxation, of recreation, of fun and frolic.

Get out into the open, close to nature, among the trees, by quiet waters.

Ride, row, swim, fish, tramp, loaf, play, dance, sing, stroll in the moonlight, make merry with the right people, eat of the fat of the land with the appetite and digestion of a plowboy, and sleep under the silent stars like a babe.

That's the way to take a vacation.

But, in addition to all that, you can make it pay.

In the midst of all the good times, the sports, and the social activities, take a few hours a day to learn something about the Science of Business—about Man Building, Character Analysis, Advertising, System, Salesmanship, Management and Business Psychology.

You can learn these things from lectures by the foremost experts of the country.

Where?

At the Sheldon Summer School, near Libertyville, Illinois.

When?

From Monday, July 3, 1911, to Saturday, July 15, 1911.

How?

Pay a comparatively small fee to cover tuition, tent rental, board, use of boats and all the privileges of the grounds, and be on hand to join in the fun and study.

Who?

Arthur Frederick Sheldon, president of the Sheldon School and formulator of the Sciences of Salesmanship, Industrial Success, Service, and Business Building is also the president, director and chief instructor in the Sheldon Summer School. You get the personal instruction of the man whom the business world recognizes as one of the most successful of salesmen, sales managers and proprietors, as well as the highest authority on the Science of Business. He is assisted in the detailed instruction by a corps of experts and specialists.

In addition to the regular faculty, the Summer School will present lectures by men and women of national prominence in the business world.

Besides the faculty, there will be your fellow students—the finest business people on earth. Why do those who attend the Sheldon Summer School always find themselves in the most congenial company they ever experienced? Because they meet with kindred souls—men and women who are deeply interested in making themselves and their businesses better, bigger, of greater service to the world, and more profitable.

You don't need to take our word for it. Ask them.

Just to give you a little foretaste of the replies you would get, here are a few extracts from letters from some of the good people that attended the Sheldon Summer School in 1910. You will notice that some of these were there also in 1909.

## "Better Than I Expected"

We made our advertising for the 1910 session just as strong as we dared, because we knew that it was hard to put on paper all the advantages and enjoyments of the school. But, notwithstanding that, John J. Moriarity, of 6218 Carl Avenue, Cleveland, Ohio, says that it was better than he expected. And that is the way the rest of them felt, too. If we could only make you see and feel as those felt who were here, wild horses couldn't drag you away from here next July.

I wish to express my thanks for the two weeks I spent at Sheldonhurst. The whole thing was a great experience to me; it was more than I expected. The place seemed such an ideal spot to spend a vacation with its woods and beautiful little Lake Eara. The lectures and outdoor games were indeed a wholesome combination. I enjoyed every minute of the time I spent with yourself and the genial Tribe.

## They Have the Sheldon Summer School Habit

Here is a letter from the Whittier family, of Red Oak, Iowa—Thad M., Mrs. Thad M. and Don E. This was

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

written after their return from their second session. As you see, this school is now a habit with them.

If there is any joy that is sweeter than the consciousness of work well done, I have not sensed it.

The feeling of duty well performed is the elixir of the gods.

Do your work—do it the best you know how—love it—live with it—sweat with

have no ear for the pessimist; there is more good in this old world than there is bad.

Find your work, then work your find, work it with all the power of body, mind and soul that you possess. That way lies success.

And nothing can keep you from arriving.

You have certainly found your work, and the fact that we as a family attended your Summer School in 1909, and came back in 1910, bringing three others with us, is conclusive evidence that you served us well.

You may rest assured that when the Tribe of Area meets in 1911 that we will be there, and the Band from Red Oak, on the Nishnabotna, will be much larger than in 1910.

#### "The Best I Ever Experienced"

Here is something short and to the point from the pen of J. H. Baird, of Winnipeg. Just notice how they all long to get back to Sheldonhurst for another session. That is what talks.

The food which we received for the mental man was worth traveling many miles to get and the good things provided for the physical man were without question the best I have ever experienced in camp life. The beautiful lake for sailing and swimming. Art Koon's splendid saddle horses and the merry times around the camp fire made such an indelible impression on the minds of the Cree Tribe of Western Canada that they have resolved to return next year with all their friends.

#### "Four to Six People From Our Firm for Next Summer"

This telling note is from E. A. Florang, president of the Burlington Basket Company, of Burlington, Iowa. How do you want your firm represented at the 1911 session after reading this letter?

We consider the educational features of the lectures worth many times the cost of the trip, not to mention the many pleasures connected with our stay on your beautiful camping grounds. Altogether it was one of the most enjoyable vacations I ever spent in my life. You can depend on from four to six people from our firm to attend your next year's summer school. This proves better than anything I could say what we think of it.

#### "Leave the Rest to Sheldon"

Here is a little bit of sunshine from the *Illinois Illustrated Review* for July, 1910. Just one man's opinion, but wait till you see all the others. We can pile up the evidence until you are absolutely convinced.

"I never had a better time in any two weeks of my life," said a man from Detroit last summer, after a visit from the Sheldon Summer School. Coming from a citizen of the most delightful summer town in this country, this means much to those who right now are looking for the best place for the summer's outing.

Mr. Sheldon and his assistants will give the business man a chance to make the dates from July 27th to August 9th red-letter days of relaxation, crowded to the limit with business, boating, lectures, horseback riding, character analysis, and so on.

This all means that the man of affairs may take his pet business hobby out in the country, where it may be aired to the satisfaction of his fellow-workers. There he will get his criticism free from all restraint, and mixed with good, wholesome advice. At the same time he will find all kinds of amusements of the outdoor variety, and perchance he will give the other fellow's hobby some consideration. He may find it good enough to take home as a souvenir of his outing.

A business exposition under the blue sky displaying chiefly a product of ideas—it does sound good.

Think it over and look up the time table. Find Libertyville, and leave the rest to Sheldon.

You will want to be able to feel this way about it after the 1911 session of the Summer School is over.

Better begin to plan for it now.

Write to Us and Let Us Help You

# The Sheldon Summer School

LIBERTYVILLE, ILLINOIS

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



ABRAHAM LINCOLN



# The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME VII

FEBRUARY, 1911

NUMBER 2

## *By the Fireplace*

*Where We Talk Things Over*

WITH but one exception, there is no name so revered and loved by the peoples of the white race as that of Abraham Lincoln.

Year by year, from the time he first became known to the American people, down to the present commemoration of his birthday, he has grown more and more deeply into their hearts.

His life, his character, his every spoken and written word, have been the inspiration of millions. In fact, the whole American people are today, in some measure, striving to live as individuals and as a nation in accordance with the Lincoln ideals.

Publicists say that the great moral awakening of the public conscience of our present day had its beginnings and draws much of its power from the simple backwoods lawyer, Abraham Lincoln.

Such is the magnitude of the personality of a human being—a man in no way different from the rest of us, except in degree of development.

I BELIEVE that all this veneration is richly deserved. The character of this man is a worthy ideal for the emulation of men and nations.

We should do well to study Lincoln more, know him better, and follow his example more closely.

Therefore I write of him here.

There cannot be too much said and written about men of high character and lofty purpose that have lived and labored and left their heritage of accomplishment and inspiration to the race.

As Omar says, the hand of the potter shook more or less in the making of the most of us, and all too few have done much to improve upon the work.

While I believe in humanity, in its fundamental goodness, in its perfectibility, and in its glorious destiny, I know too well that humanity has still a long way to travel on the upward journey. In the one thing of success in life commercially, only five attain the goal, while ninety-five fall somewhere by the way.

We all need help, encouragement, instruction, warning, guidance and inspiration. We all need stronger incentives to effort.

And nowhere can we find more effective and helpful life lessons than in the biographies of those who have toiled, suffered, striven and succeeded.

I MAY BE pardoned, perhaps, for making a little side-excursion from the main track of my argument, to talk to you a little about the value of biography for your continual study.

Get the full meaning of the great fact that through a study of biography you may gain:

First, a knowledge of yourself;

Second, a knowledge of your fellow men;

Third, a knowledge of the business of living;

Fourth, wisdom in applying these three kinds of knowledge.

Now, if you remember what you have learned in some of our previous talks, you will see that the getting of knowledge and wisdom of these four kinds is in obedience to the four fundamental laws of success in life.

That covers about the whole case, doesn't it?

Let us put the ideas contained here a little more specifically, so that you may grasp more clearly what I mean.

The study of the lives of great and good men helps you to develop your ability.

It develops attention, concentration, judgment, reason, memory and imagination. That is a big list of big positives, but think them over, and you will see that what I say is true. Or, better, put the idea into practice, study good biography, and you will see results that will prove the case to you—to your pleasure and profit.

The study of biography helps you to develop reliability. It gives you the positive, constructive thoughts of others. It leads you to think positive, constructive thoughts of your own. It makes powerful suggestions for reliability through appeal to imagination. It arouses the positive feelings of

ambition or desire to serve, hope, faith, earnestness, justice, honesty, kindness and loyalty. It is an especial inspiration to your faith, because in it you see the triumph of others over difficulties even greater than those that confront you. You rejoice in the fact that what others have done you can do.

Biography helps you to develop endurance. It inspires you with the thought of the simple, abstemious lives and outdoor activities of nearly all men who have won anything like real and lasting success.

In the development of action, the study of biography is of especial value. As we have seen, in the lives of those around us and in our own experiences, there is no more powerful aid to mighty action than a mighty incentive. Under the inspiration of some soul-absorbing emotion, men have again and again accomplished the seemingly impossible. And, in the study of the glorious life of a true man, there is the thrill of just such an emotion for those who get into harmony.

The study of biography gives you an insight into the character and motives of other people. We learn to judge human nature largely through training our powers of observation in noting resemblances. Dr. Katherine M. H. Blackford, whose articles on the Science of Character Analysis are now running in THE BUSINESS PHILOSOPHER, is a swift and unerring reader of human character, and she says that the secret of it is in comparing people you meet with people you know well.

You have done this yourself. How often have you said, "There is a man of the Franklin type"; or "the Roose-

velt type"; or "the Lincoln type." And when your observation was correct, you found that the men you thus classified were similar to their prototypes, not only in appearance, but in character.

In the study of biography, you find many lights on the pathway of your own personal and business problems. Human life is pretty much the same everywhere and for all human beings, in its essentials. The differences are principally non-essential. And so these men whose lives we study had to meet and overcome—or be overcome by—the same difficulties and obstacles that confront you in your upward climb. The ways they found around them, over them, under them, or through them, are also open to you.

Study them well.

Finally, biography offers a course of practical instruction in relative values. In other words, it is one of the greatest and best developers of a proper sense of proportion.

It has been said that the reason why ninety-five people out of every hundred fail to make a true success of their lives is because they have not put first things first.

Humanity is prone to take the form for the substance, the imitation for the real, the husk for the kernel, the non-essential for the essential.

Getting down to concrete things, people are strongly tempted to prize "accomplishments" rather than education, a minute knowledge of sporting "dope" rather than an accurate knowledge of their business, scholarship rather than wisdom, a college degree rather than ability, reputation rather than character, respectability rather than worth, riches rather than

wealth, place and position rather than usefulness, clothes and hair and complexions rather than true beauty, forms and ceremonies rather than devotion and desire to serve.

A study of the lives and characters of men and women of power and success will open your eyes to the true values. If it did nothing else for you, it would be worth years of your most earnest study.

Now, we have had our little excursion; let us get back to the main road. The excursion will be good for you, and will help you to get more, by far, out of the rest of the mental journey we are taking together.

I was talking about Abraham Lincoln—saying that it would be well for us to study his life and words.

What little space I have left in this fireside talk I wish to devote to a brief consideration of three of the qualities in the character of this man that are worthy of the particular study of those who are daily striving to increase their AREA.

These qualities are simplicity, gentleness and truthfulness.

Simplicity, as has often been said, is one of the chief characteristics of greatness. It is a rare trait. But it can be cultivated. To the onlooker it seems the easiest thing in the world. But when most of us attempt it we find it to be one of the hardest. The reason is that simplicity is a quality of mind and soul, and cannot be put on, no matter how earnestly we may try.

We know the virtue when we see it in others, when we find it in the great works of art and literature, when we behold it in the nature. But when we attempt to describe it, words fail

us. Its definition, like its possession, baffles us.

It is likewise hard to tell those who have it not how to cultivate it. Charles Wagner wrote a wonderful book on "The Simple Life," one that is well worth your study, by the way. But thousands read and admired the book and went on living their complex, artificial lives, doing their showy deeds, and writing and speaking their affected words.

How shall we cultivate simplicity and gain the resulting power and happiness?

The first step in the cultivation of this unusual quality is a desire to serve. This is, indeed, the first step in the cultivation of any of the positives. Let us see how it works out in this case.

Your desire to serve will lead you to desire those qualities of mind and body that will enable you to serve well. And this will lead you to a study of men and women who have served well, that you may know what were their attributes. Chief among them, you will find our virtue, simplicity. This will lead you, naturally enough, to a desire for that virtue. And that desire is the next step in its cultivation.

Desiring to possess the rare jewel of simplicity, then, your next task will be to examine carefully the characters of those you know who possess it, and those of whom you may read, who possessed it. And among all the figures that loom large on the pages of history none was more simply great, none more greatly simple, than Abraham Lincoln.

Students of Lincoln may differ as to the source of the quality of simplicity in the man, but, to me it seems

to be in the three great soul-attributes of desire to serve, singleness of purpose and a sense of oneness with all the universe.

The man who burns with the clear flame of a desire to render the best and highest service will not complicate his thoughts, his words, and his actions with any artificial ornamentations mixed in or stuck on to get applause. Character experts tell us that all the frills and furbelows of dress, writing, speech and behavior can be traced directly to an enlarged brain-area of approbateness, or a desire to caper in the spot-light.

The man with a soul-absorbing desire to serve cares nothing for the plaudits and bouquets of the unthinking, nor for the gratitude of those who partly understand. He cares equally little for the sneers and jibes of the jealous and the tiny-souled, the rage of big, sincere, but mistaken critics, or the ingratitude of those he pours out his life to serve. His desire is to serve, and not for what some people think are the rewards of service—these are less than nothing to him.

Similarly does a great singleness of purpose breed simplicity.

The man who has a great work to perform has no time for complications of any kind. His motto is, "This one thing I do."

Such a man has clear vision. His view is not obscured by conflicting interests. He knows that the straight line is the shortest distance between two points, so, having his end in view, he pierces the maze of trivialities and goes straight. He is simple because he has neither time nor strength to waste on complexities. His whole thought is concentrated on

obtaining the one result, and naturally follows simple lines.

Lastly, and most important of all, I place a sense of oneness with all thought, all life, all being.

To a man or woman in whom this sense is keen, life will indeed be simple. All seemingly conflicting interests, ideas, creeds, ideals, purposes, methods and personalities will be harmonized in his thought. He will see only the great, universal desire, aspiration and struggle of the race in all these apparently warring manifestations.

Lincoln did not need to forgive—for he did not blame.

He did not have to try to love his enemies—he held no man as his enemy.

He cherished no grudges, harbored no bitterness, felt the rankle of no jealousy, planned no revenge, nursed no wrath and vented no hatred.

Neither did he curry any favor, fish for any compliment, pose for any admiration, seek any adulation, lap up any flattery, or demand any burning of incense.

Being one with all men, he could not hate himself. Having a sense of humor, he could not be gratified with self-praise. His sense of oneness kept him humble, teachable, patient, kind, and, best of all, as simple-hearted as a child.

Just note that simile. I use it deliberately—"as simple-hearted as a child."

One thing that has struck me again and again in my study of great men and women, living and dead, has been their wholesome childlikeness.

Man of the world—woman of the world—living your complex, artificial, restless, unsatisfying life, it will

pay you to study the simplicity and unclouded happiness of a little child.

Verily, there is a world of wisdom in the words, "Unless ye become as little children—"

GENTLENESS is an attribute of strength—and its highest expression.

All the mightiest forces of the universe are exercised gently. Gravitation, that which holds suns and systems of incomputable weight like pebbles in the hollow of its hand, works silently, easily, gently. Sunshine, which lifts the ocean into the skies, grows giant redwoods and microscopic infusoria, sets the winds roaring and provides the impetus for every other living and inanimate motion on the face of the earth, is as gentle and kindly as a mother's smile.

Bluff, bluster and bravado are ever the pretensions of the bully and the weakling. The fice barks and shrieks in a hysteria of tiny rage. The mastiff is as gentle as he is strong. The two-horse donkey-engine coughs and sputters as if it were hoisting a mountain. The two thousand horse-power engine runs with a rhythmic and silent gentleness.

Primitive man—man in lower stages of evolution—was fierce, cruel, destructive, warlike and a master of the art of hitting the other fellow hardest and first. Modern man of the highest type—the latest product of evolution—is a Lincoln, an Emerson, a Tolstoi, a William James, a Luther Burbank.

Primitive man was weak and puny, petty and sensual, superstitious and quaking with cowardice. Hence his ferocity.

The highest type of man is strong and wholesome, healthy and clean,

full of faith and courage. Hence his gentleness.

And what of it?

What is the value of all this to you and to me?

Look down the list of the world's great ones.

Whose lives and works have served best and whose influence is most potent among men, the fierce, the cunning and the bloody, or the gentle, the true and the loving? Who have done most, the destroyers or the builders?

In your own life, in your business, in your dealings with your customers, employees and your fellow workers, you will find that gentleness, the gentleness of Lincoln, is the mightiest power. Try it.

LINCOLN is said to have been the greatest and most successful politician of his own time. And considering the difficulties of politics in his time, that pretty nearly makes him as great a politician as ever lived.

In these days when politics are again becoming difficult, it is well for us to consider, for a moment, what were the political methods of Abraham Lincoln.

I think that they can be expressed in the three words that I have taken as the text of this talk: Simplicity, gentleness and truthfulness.

The fact that all three are unusual in politics makes them the mightier.

The man who is cunning and tricky, insincere and shifty, expects others to be. And simplicity disarms him. He doesn't know how to meet it. He is helpless before it. Those who opposed Lincoln with the usual political methods found this to be true to their sorrow—and ultimate profit.

Similarly, the man who thinks he must secure everything by force has no recourse when he meets the gentle man. In his whole arsenal of weapons he has absolutely nothing that can match that invincible gentleness.

Many a fierce, swashbuckling blusterer of a politician of Lincoln's time was thus persuaded of the error of his way.

Truthfulness is a rare virtue in politics, also—and one that is hard to beat. Politicians, as a rule, do not expect it and do not know how to meet it. Here again was Lincoln the winner in many a political contest.

Until lately, I am sorry to say, truthfulness has been very rare in business as well as politics. Perhaps I might just as well acknowledge the fact that it is all too rare in business even yet, although there has been a great improvement in the use of it.

But, my good brother, truthfulness is just as mighty a force in business as Lincoln found it in politics. And, while I am about it, I might add that it is mighty and will prevail in all other interests of life.

More and more are successful business men coming to realize that they cannot build business permanently and profitably except by a strict adherence to the truth in advertisements, selling talks, promises and all other transactions.

You will hear a great many people say that one cannot be honest and succeed in business today, but you will please take careful notice that the people who make that foolish assertion are neither honest nor successful.

Honest men, truthful men, successful men, will be almost unanimous in declaring that successful business can

be won in no other way than by honesty and truthfulness.

I HAVE TOUCHED but lightly and sketchily three of the great, manly qualities of the great man of the people whose birthday we commem-

orate this month. He has many others as great and as worthy of your study and emulation.

It will pay you to learn to know, to love, and to grow somewhat into the likeness of this simple, gentle and truthful soul.

## SELF DENIAL



IF YOU deny yourself the petty pleasures of youth—the pleasures that so many of our young men think they must have—you are on the road to successful salesmanship.

DON E. MOWRY



# The Chant of a Man

By RAY CLARK ROSE

*Give me my work,*  
O, Master, of the throbbing years!  
I hear the thunder  
Of Time's vast machinery  
And, trembling, wonder  
What my work shall be.  
With muscles tense,  
And eyes white-hot with tears  
Of eagerness, I cry,  
"Give work to me!  
Without my work I die!"

I will not shirk  
The bloody sweat of fears  
From weakness wrought,  
So I be strong at last.  
My hands shall dip  
Unflinchingly  
The molten grief  
That disappointment brings,  
So I be taught  
To mold the useful things  
And cast,  
Perchance, one implement,  
Long sought,  
For man's relief.

*Give me my work!*  
I will be strong  
To bear  
The cross of unrewarded pain,  
To harvest heavy grain  
I may not use;  
Content  
To wear  
The wooden shoes,  
To gnaw the crust,  
And, with parched lip,  
To lift Hope's heart-full song,  
Or weep, if weep I must,  
If from the dust  
My tears upraise

One blossom rare  
To soothe the tortured eyes of Care  
In later days.

Give me my work!  
I will be staunch  
To delve far from the throng;  
To toil  
Deep into mother-soil,  
And feel the bruise  
Of falling earth and rock,  
The shock  
Of hard realities—  
Yea,  
I will launch  
Across the hollow seas  
Alone  
In search of lands unknown,  
If, at the labor's end  
I may  
But mark a clearer way.

Give me my work!  
O, Life, thou master-friend!  
Hold not my hands  
Too tenderly,  
Nor let me drift in dreams  
Of summer lands,  
Sweet shadowed streams  
And scented coves  
With blossoms fashioned slenderly,  
Where lurk  
Soft pulsing loves  
And purring indolence.  
Nay, lead me hence  
Into the Mart!  
Where,  
With bounding heart,  
I, too,  
Shall do  
My share;  
Yea, though I give  
My life—to live!

# Lyons, Educational Advertiser, and the Results He Gets : *by* Arthur W. Newcomb

NOW, why in the name of all that is effective advertising should a man waste his good money on an ad like that, will you tell me?" growled Adcritic, slapping a trade journal down on the desk in front of me and pointing to a full-page display.

I looked at it. On first acquaintance the offending announcement seemed to be a well-balanced, attractively set, artistically illustrated and advantageously displayed effort.

"Why? What's the matter with it?" I wanted to know.

"What's the matter with it?" snorted Adcritic. "Just read it."

I read. The whole advertisement, with the exception of a two-line paragraph at the bottom and the name of the firm paying for the space was devoted to a mighty forcible, clean-cut exposition of a sound bit of business philosophy. It was good stuff and I read it all through, almost forgetting that it was in an ad until I reached the two-line reminder at the bottom.

"Well," I said, "that is sound business sense, isn't it? And the man that wrote it is square with the reader. This is frankly a paid advertisement—he doesn't try the old game of pretending that his publicity is pure reading matter."

"But, man alive! What he wants to do, I should say, is to sell his wall paper. At least, I should hardly suppose it to be his idea to blow in his good money to furnish the readers of *The Wall Paper News and Interior Decorator* and *Carpets, Wall Papers and Curtains* with a course in business building. And, if he wants to sell wall paper, all the advertising experts in the country will tell you that he has to talk wall paper, and not business ethics."

Of course, that sounded like common sense to me. But I was interested in that ad. It was something different—and exceedingly attractive. The more I thought about it, the more I wasn't so sure that Adcritic was right about it. Of course, it smashed all the traditions—but then there

is nothing sacred about traditions in advertising, except to back numbers.

Then I saw some more valuable space used in the same way.

I wondered about these ads. They were all signed by the Allen-Higgins Wall Paper Company, of Worcester, Massachusetts, but I wondered who wrote them—whose was the personality behind such a bold leap over the bars of custom. I had to find out all about it.

## The Man Behind the Idea

The trail, once taken up, led me directly to the office of Albert E. Lyons, vice president and manager of the company. On being pressed for an answer, he owned up that he wrote the ads himself. Further inquiry also dug out the information that he created the line of papers, handled



A. E. LYONS

## The Spirit of the Ad

IT HAS been remarked upon several occasions that our advertisements are "too good"—that "they are over the heads of many readers." While we appreciate the compliment implied, we do not feel just this way about them. As a fact, we do not think them half good enough. We should like to make them better—very much better—perhaps some time we shall be able to make them so strong and so convincing as to leave no doubt of their value. But that is another story.

This is our idea of our advertising work: We are not writing *down* to the appreciation of our audience or any part of it. On the contrary, we are writing our advertisements as we make our goods, *up* to the highest possible standard we know how, and we are finding appreciation in quarters no less surprising than gratifying. Some time ago we received a letter, crude in composition and spelling, yet showing unmistakably that the writer had caught the spirit of our advertisements. He said in substance that he was working to secure the confidence of those with whom he dealt by doing his very best work—that it was the only way to succeed—that he wanted to handle the goods of a factory working along the same lines. This letter is but one of many we are continually receiving from varying classes of dealers expressive of this same interest in our work and our business methods—all of which, we submit, is the best and most practical proof that we are not entirely overshooting the mark.

Back of all this is a great universal law we are bound to recognize. If we are to progress ourselves and be of any substantial assistance to those we seek to serve, we must look *up*, not down—we must not be content to simply supply existing demands—we must *create new* and *greater* demands—we must have ideas and seek to express them. The spirit with which we work determines whether we go forward or whether we have reached the limit of our possibilities—whether we are going to be leaders or just plain, everyday followers.

This is the spirit with which "Vogue" papers are produced and offered to the public—it is the spirit that inspires those who handle them—it is the spirit that induces many new dealers to become interested in them.

Allen-Higgins  
Wall-Paper Company  
Worcester, Massachusetts

the salesmen and planned the selling campaigns and did some of the big selling for the company. Also that the company, taken in hand by Mr. Lyons and his associates a few years ago, has increased its business by leaps and bounds ever since. But what I wanted to know was about those advertisements.

"It was a radical departure from the beaten track," confessed Mr. Lyons, "but I began it with considerable faith in the outcome.

"You see, one of the big problems every manufacturer has to face is that of the sale of his product. A few sell direct to the

## Character and Service

TWO words—Character and Service—emphasize the best possibilities of men's lives. Through them the merchant, the clerk, the workman, are given opportunities to grow—to expand—to express their inborn possibilities. What has this to do with selling wall papers? *Everything.*

*Character* is the quality of being—the man distinguished from his surroundings. Some men are what circumstances make them—pliant tools of adversity. Others what they make of circumstances—graspers of opportunity and *success*.

*Service* is the expression of character. If your work is careless and cheap—if you lack courage—if you fail to win the confidence of those you deal with, there is a weak spot in your character—a puncture that needs immediate attention.

Business is not a matter of luck. It is a *science* unerring in cause and effect. You may violate its laws without bringing immediate disaster upon yourself, but you impair your ability and cripple your capacity. Success is not simply orders—but *Re-orders—Value Received*, the potent factor. This is the best service—the expression of the best and strongest character.

"Vogue" Papers are papers of *character* with which you can give the best *service*.

Allen-Higgins  
Wall-Paper Company  
Worcester, Massachusetts

public, but most of us have to depend upon jobbers and dealers.

"Now, in a very important sense these jobbers and dealers are our salesmen—upon their personal qualifications and business ability depends our success, in a large measure. In other words, our ultimate effort is not to sell goods to the jobbers and dealers, but to get the jobbers and dealers to sell them to the public. And yet these men are practically independent of us, in business for themselves, and we can neither hire, fire, nor train them as we

## Latent Abilities

or abilities undiscovered—is an embarrassment many men, young and old, are laboring under. We have heard so much in the past about salesmen being born, not made, that we had almost accepted a fallacy for a fact. We have come out of our shells, and taking a little responsibility as well as credit to ourselves, we say that salesmen are born *and* made. This is well, as it gives those of us who are short on natural ability more of an equal opportunity. The fact is, business is a science—the science of service—in which any man who possesses the desire and *works* may become proficient.

The day of the salesman who relies upon his natural ability—who depends upon his goodfellowship—who promises but fails to perform—who belittles his competitors—who is satisfied with the "good old way"—is waning—his finish is in sight. In his stead has come the man possessing a systematic knowledge of his business—who knows his goods and his public from the ground up—who gives his customers new ideas—who shows them new ways of doing old things—who is quick to meet changing needs and tendencies—in short, who lives in the present, conscious that the future is what he makes it and that the past lays no restraining hand upon him.

One of the prime requisites of good salesmanship is to know your goods, and—this is no secret—he profits most who serves others best.

"Vogue" Papers possess latent possibilities—those who know them *best* appreciate them *most*.

Allen-Higgins  
Wall-Paper Company  
Worcester, Massachusetts

## Commercial Sincerity

is today a recognized asset of every modern business, large or small. The reputation of being reliable—goods up to the standard and fair dealing—is indispensable to every man or company that expects to succeed. The very severity of competition compels those who might otherwise be inclined to cut the corners, to maintain certain standards of goods and methods that will bear comparison with the best. The moment there is an appreciable let down—a falling off in quality or consideration—it is quickly made apparent by comparison with competitors who are raising rather than lowering such standards.

Raising of business standards—of commercial and individual ethics—is more far-reaching in its effect than might at first be supposed. Some wise men go so far as to say that the uplifting of the race—of nations—will come through business. That when all men discover, as some have done, that it actually pays better to be honest than otherwise—to have the confidence of those with whom you deal than their distrust—better to work under the law of increasing returns than diminishing possibilities—they, too, will swing into line and stand for a square deal. Sincerity begets confidence and confidence is the life—the *very soul*—of business.

"Vogue" Papers are the embodiment of a commercial sincerity because they possess unusual values—values clearly in evidence and in excess of their cost—new values artistic—exceptional values for individual expression. They enable you to deal sincerely with your customers—that is the first step towards winning their confidence. *Take it.*

Allen-Higgins  
Wall-Paper Company  
Worcester, Massachusetts

would our own employes. So it is up to us to find some way to educate them if we are to get the highest and best results from them. Hence these talks on business science and philosophy.

"But I believed that publicity like this would not only benefit us in the long run by raising the standard of business and sales efficiency among the dealers, but would sell our papers directly. The ideas

expressed were all sound and practical, and I believed that they would get favorable attention to our goods."

#### What the Unique Ads Accomplished

So that was it. This quiet-mannered live wire in business might be an idealist—in fact, he admitted to me, in strict confidence, that he was—but he hadn't been spending money on good advertising space just for the fun of seeing the stuff in print or for the general benefit of mankind. He had planned on getting an adequate return, in the national circulating medium of exchange, for his advertising appropriation.

Well, had he been on an idealistic wild goose chase, or had he safely corralled the dollars for his firm? That was what I was there to find out.

And this is what I found, Mr. Orthodox Advertiser.

These "preachment" ads had attracted widespread attention among the trade everywhere—and it was favorable attention, of course. It couldn't be otherwise with the kind of little talks Mr. Lyons had been writing. And favorable attention is always the first step in business building. Not only that, but the science and philosophy that they contained had taken effect, just as Mr. Lyons had planned that it should. Jobbers and dealers were improving themselves and their methods. And, as a result, they were selling more of the "Vogue" wall papers.

Just to show you what these strange but effective ads are like, I am having the printer reproduce some of them to appear with this article.

#### What one Magazine Says

And, then, to show you how they were received among the trade, let me quote this from *The Wall Paper News and Interior Decorator*:

#### AN ADVERTISING POLICY AND THE POLICY OF A MAGAZINE

We received this month an advertisement from the Allen-Higgins Company which is worthy of careful consideration. As the advertisement will show, it has been said that the "copy" of this Worcester concern has been too good; that it has been over the heads of many readers, this month the writer expresses the attitude which has prompted him in the preparation of his "copy," which, incidentally, is the same attitude that has prevailed in the make-up

of *The Wall Paper News*. We refer to *The Wall Paper News* because we, too, have heard the same criticism—that we are writing over the heads of our readers; that our illustrations are too good. We reply, with the author of the Allen-Higgins advertisement, that "We are not writing down to the appreciation of our audience or any part of it."

And we are convinced—by much the same evidence as that which has proved to the Allen-Higgins Company the value of its advertising—that there is a widespread appreciation of the very features which upon superficial thought would be termed "too good."

If the dealer or decorator or manufacturer is pursuing his business with no desire to advance and progress and develop, then he is wasting his time in reading *The Wall Paper News*. As long as there are some who enjoy glimpses into new things, the discussion of new business methods and opportunities, and the portrayal of the highest types of art, there can be and should be many of the same mind. We can wish for nothing better than that all of our readers and all of our advertisers might find in our pages—editorial and advertising—benefit, advancement and progress.

In reference to the matter which fills our editorial pages—it is up to us, and we fully realize our responsibility; on the other hand—in regard to the benefit and progress which our advertisers may find through the use of our pages—it is not up to us, but up to them.

We want all of our advertisers to be satisfied with their investment, and it is simply up to them to make such good use of the space which they occupy, that their announcements to the trade will be as much discussed as are the Allen-Higgins advertisements, one of which has given rise to this discussion.

Speaking of "writing down" to the appreciation of one's readers, a letter received by the Allen-Higgins Company a few weeks ago is significant. The communication was badly written, in lead pencil, and made no effort at literary composition or even English grammatical precision and orthodox spelling. But the writer, evidently of foreign extraction, said, in effect: "I like your ads, and I should like to handle a line of goods from a house that believes in those ideas."

And that proves that Adcritic was wrong for at least once in his very positive life, doesn't it?

But there is a little more to this story.

#### Speeding up the Salesmen

The Allen-Higgins Wall Paper Company has several salesmen of its own on the road—all high-class men. But even a high-class salesman can improve in his work—

in fact, he is the kind that usually does improve. He is high-class because he can improve. And so Mr. Lyons wanted to help these salesmen to improve themselves and their work.

Every time, therefore, that one of these ads appeared in the trade journals, Mr. Lyons sent a copy to each one of his salesmen. This was to show him what the company was doing in the way of publicity, get him to call the attention of the dealers upon whom he called to the ads, and, of course, to instill into his mind and soul the thought in the "preachment." In order to aid in bringing about this last, Mr. Lyons wrote a strong letter to each salesman, taking the advertisement as a text, and applying the thought concretely and forcibly to the personal and business problems of the traveling salesman. During the course of a year Mr. Lyons wrote about thirty of these ads and letters. And they got results, too. So much so that they are now being published in book form, under

the suggestive title, "Speed Talks." The book also has made a hit.

All of which goes to prove, first, that there is an important place in the business world for science about business building; second, that most traditions are good only until some one breaks them and shows a better way.

It is a fine notion of Life to liken it to the loom. God puts on the warp in those circumstances in which we find ourselves, and which we cannot change. The weft is wrought by the shuttle of every-day life. It is made of very homely threads sometimes, common duties, unpromising and unwelcome tasks. But whoever tries to do each day's work in the spirit of patient loyalty to God is weaving the texture whose other side is fairer than the one he sees.—*Robert Southey*.

Go after two wolves and you will not even catch one.—*Russian*.

## F O R E T H O U G H T

**T**HINK—that very next utterance you are about to throw upon the great waves of time will never, never, in all time again, be spoken. After it is said it will be too late to reconsider, and the greater the longing desire to right it, the farther and farther time will have carried it from you.

❏ Be careful! Will it therefore be a word hastily said, that you will be sorry of, and one that will breed contempt and corrode everything with which it comes in contact? Will it leave the lips from which it falls sour? Or will it be a word of good cheer and encouragement that will be a soothing blessing to the one to whom it is addressed, causing an atmospheric sweetness?

❏ If the former, smother it and let it burn its own roots.

❏ If the latter, hasten the lips to speak with force, that it may gather momentum to carry it on, on, eternally brightening the path in which it travels.

• • •

❏ Investigate the case of the so-called self-made man, and in all probability you will find a case of a wife-made man.—*F. L. Oilar*.

# The Gettysburg Speech of Lincoln as an Advertisement : *by* T. J. McLaughlin

AMERICA made Abraham Lincoln as God made Adam, out of earth. She made and developed him in such a way that his utterances symbolized the common sense of the American people. This she did to perfection.

Historians tell us that in the days of his youth he was always eager to have everything explained to him in a language that he could understand. When but a mere child he would become irritated when some one talked to him in words beyond his comprehension.

They tell us that quite often he would walk the floor at night in an effort to fathom the meaning of certain words he heard during the day. He simply could not sleep until he had the meaning clear. Invariably he would repeat a sentence over and over and finally put the same thought into language that his boy friends could understand. This was a kind of passion with him. It characterized every step of his career. The effect of this incessant labor showed itself plainly in his Gettysburg speech on that memorial day.

When Abraham Lincoln addressed an audience he always appealed to the intelligence of the people, never their prejudice, their passion or their ignorance. And he always placed himself on a level with those addressed, not by going down to them, but only taking it for granted that they had brains and would come up on a common ground for reason.

As to his verbal expression, it owed nothing whatever to any ceremonial garb of words, but to the manly movement that comes of settled purpose and an energy of reason that knows not what rhetoric means.

After Mr. Edward Everett (a finished scholar) paraded his vocabulary, this man of the soil stood up and uttered a few words that sank deep into the hearts of the people. He told them things that were so. He believed every word of it and his message went home.

This Gettysburg incident is pregnant with meaning from an advertising stand-

point. It teaches a lesson that ought to be of vital importance to every advertiser in this country. It shows plainly that the public does not care a rap about this verbal plumage.

Sorry to say, we see much of this "Everett" style in advertisements—entirely too much. And very little of the "Lincoln" style—precious little.

And what is worse, this extravagant use of words is costing a pile of real American dollars every year. In fact, it has come to pass that the advertiser's hardest task is that of trying to live up to their written advertisements. A deplorable state, to be sure, and it is bound to have a disastrous ending.

The Gettysburg speech was nothing more than a by-product of the man—the spirit from within, if you please. It was this divine spirit that gave his words the power they possessed. It was this spirit that communicated with the divinity in man. The electric current generated and the message went home.

Obey this commandment, then, and when writing copy do not let the heat of enthusiasm lead you astray. A sober thought backed up by a sincere motive will reach, preach, and yes, teach the reader as to your purpose.

Why, then, all this prattle?

The folly of it is obvious.

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"There isn't any use in making haste slowly when the road is broad and the pathway clear."—*L. C. Ball.*

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In all God's creation there is no place appointed for the idle man.—*Gladstone.*

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Let us endeavor so to live that when we come to die even the undertaker will be sorry.—*Mark Twain.*

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I have seldom known anyone who deserted truth in trifles that could be trusted in matters of importance.—*Paley.*



# Parental Power and Privilege in Prenatal Periods of Education : *by* Anna G. Sheldon

**W**E have stated that there are four periods of education: First, the prenatal; second, parental; third, scholastic; fourth, the school of life.

In this article, you will remember, we are to talk about the first or prenatal period of education.

This is a period which in final analysis is the most important from the standpoint of the prevention of negative tendencies. When intelligently handled, prenatal education may determine the positive character of the whole future of the child.

The child with the right prenatal education starts in the winning class.

We all believe in heredity. Why? Because it is a self-evident truth. The knowledge on the subject of heredity is scientific.

## The Laws of Heredity

Aristotle is the man who first discovered and classified the laws of heredity. He first experimented with plants and animals and found the laws that apply to the human plant, too.

What is the basic law? It is, "Like produces like."

Ribot says, "Heredity is that biological law by which all beings endowed with life tend to repeat themselves in their descendants."

Bradford says, "Heredity is the law through which the individual receives from his parents by birth his chief vital forces and tendencies, his physical and spiritual capital."

Darwin says, "The tendency is to produce an exact copy of the parents in the offspring."

Darwin, Ribot, Drummond, Weismann, Fowler, Tyndall, Spencer, Huxley and hosts of other scientists have since made this study of heredity a classified knowledge for the race.

It is universally admitted that a child is born the sum of race inheritance plus the inheritance of both parents, plus the results of prenatal education. In other words, it is the answer to the sum of all past experi-

ence plus the experiences of its parents, until it begins to add its own experiences. These begin in the parental period of education when the child begins to reason.

What a privilege then is parenthood! The past in any phase is never as vital as the living present. And so the parents' heritage is more vital than that of the more remote ancestors.

Parents are the most potent influence in the future of the child. Parents may correct the defects of past environments and largely wipe out their influence.

## Why Some Children are Imperfect

We sometimes hear it said that children naturally incline to evil; that they are bad before they are good. Is it not true of grown folks that while learning new things they make mistakes?

Just so children who are not the product of master parents will lean toward the wrong side of things instead of the right side. If the wrong materials are in the make-up of the child at the start, how can we censure or criticise the child for the inevitable result? How great the handicap of such a one!

The prenatal period is the preventive period, the period when we may put into the little bundle of possibilities then being wrapped up, all the good qualities and characteristics we desire to have represented in our boy or girl in the scholastic period or, greater still, in the man or woman in the school of life.

When we intelligently and earnestly select the best and hold to it, our child will naturally shine out in all of his three successive periods of education.

Children are not to blame for their natural inclination toward evil if they do lean that way. Parents are more often to blame than the children. If they search themselves carefully and study the conditions and environment and the mental states held for their children at conception or during the entire first period of education, they will redouble their efforts to

counteract the bad start in the development. They will try to make amends for the wrong done their offspring by guiding and guarding most carefully in the second or parental period.

Withhold, then, the censure. Criticise yourselves. Many parents do not know the truth of these statements, and for this reason may be reprimanding themselves through their children without receiving any benefit. With such unintelligent treatment the children will not improve, either.

Parents should have the knowledge of scientific fatherhood and motherhood well digested before they actually transmit their experiences to a new individual. They should know the degree of their own endurance, ability, reliability and action development. Their area measurement should be of a high degree. There should be a sufficient development of these four basic elements in them to provide for themselves and a large share for the education of the new individual.

#### **Powers and Responsibilities of Parents**

The mother-teacher is the one who has it in her power to conserve all the positive qualities the parents have together contributed as an inheritance for the "little stranger." For nine blessed months she may suggest and mentally direct the character of the little one yet invisible.

When a father is not a scientific father he can hinder the highest fulfillment of the mother's hopes and suggestions. Any negatives of thought or action during the entire period will be to some degree included in the little one's education. To a certain degree he or she will be less lovable, less tractable, less dependable in the coming periods of education.

Fathers, see to it that you are area men, well rounded out in your own ability, reliability, endurance and action.

If you are, you may rightfully reprimand Jack and Margaret for the fault you hold so serious and for which you blame them.

Provided the father is a scientific father, the mother as a scientific mother has it in her power to prevent all negatives in her children. She can prevent viciousness and degeneracy of any kind. It is the parents' privilege to lay the cornerstones of character and health. It is the mother-teacher's

glorious privilege to keep these cornerstones rightly cemented in the foundation of her child.

#### **A Good Start in Life**

The asset of a good start in the journey of life is above price. The mother-teacher's privilege is the greatest of all pleasures that come to the truly normal mother.

The scientific mother knows, knows she knows, and knows why she knows that all will be well in the little life from the beginning. Many mothers feel all right about having their children, but many of them do not know how to accomplish these things for them.

A great many mothers have accomplished wonderful things because they have unconsciously followed the natural laws that have made their children great men and great women. Their sense impressions, their intuition directed them how to counsel their children. But accurate, scientific knowledge when applied will make all right, all successful.

We find so many who do not know how! It is a mother's privilege to guarantee good citizens in their children.

How important it is, when we stop and think that the good citizen is the nucleus, the heart of a good nation. The good nation is the light of the world.

The prenatal period of education is the one where we plant the right thoughts, right feelings and right actions that are to serve as an armor on life's otherwise perilous journey.

You realize how perplexing the problems you must solve for yourself. You know the myriads of dire, destructive influences that have beset you thus far in your own experience. We all have to meet them. We all have to grapple with them. Our children must, too.

Do you appreciate the privilege you as parents have to weld together the right armor for your children? This armor is composed of the upbuilding qualities, which you may select from a classified list. You may protect your child with this at the start and safeguard the little life from failure in future problems and from destructive influences. Ability, reliability, endurance and action material evolves life's victors.

They will have definite and desirable results.

#### A Goodly Heritage

The beautiful part of it is this: A child scientifically treated in this first or prenatal period of education naturally leans toward the good. It selects the constructive, the upbuilding or success qualities for itself in its successive periods of education.

How much easier it is to guide the child who is so inclined. How much more of peace, joy and satisfaction to the father and mother, to itself and to the society in which it moves.

It is the human birthright of a child to be happy, joyful and active. If he is not so he has been robbed of his human rights.

A child should never be torn by anger.

A child should never be lacking in self-respect.

A child should never be gnawed by fear.

A child should never be low-spirited.

A child should never be dull.

A child should not be nagged by continual "don'ts."

A child should be free and spontaneous, bubbling over with health and goodness and live from the beginning, radiating the spirit of the inseparable twins—love and service.

Such a child cannot be spoiled. Such a child is a favorite and is always a winner.

Strive to give your children, then, their human birthright.

Someone has said that less than one-fourth are as well born as they could be if the laws of prenatal culture and heredity were understood and applied. And these figures are conservative.

Many parents who seem true parents have inferior children. There is a cause. Some one or more of these laws have been violated. Thousands of parents, through ignorance, give the inheritance of natural viciousness and crime in varying degrees.

Heritage, inheritance—what do these word concepts mean to you as you read them? Some may have the full meaning, but many think of the sum of money left by grandparents or father or mother. It means to such merely a legacy of dollars. That is not our meaning.

Our heritage is the degree of development of the positive, the success or upbuild-

ing qualities—the qualities of love, faith, loyalty, honesty, reason, judgment, tact, concentration, order, perseverance, spontaneity, cheerfulness, thoughtfulness, etc.

#### Parents, Look to Yourselves

Have you these qualities to a marked degree yourselves? Are you holding them untarnished and bright and shining about your children as they grow up around you during the second period of education? Have you reviewed them and re-digested them with your growing sons and daughters as they mount higher and higher in the third or scholastic period of education?

Are you veterans in the fourth period, masters of yourselves in the true sense of that term? Are you rounded out examples of area development, sign-posts for the coming boys and girls who are about to enter the fourth period of education, the school of life?

An important thing is the legacy. A legacy composed of a sound body and a mind in which the intellect is positive, the feelings right and the actions the result of a strong, controlled will.

If you are strong enough to have these attributes in a marked degree yourselves and feel that you would repeat these qualities in even a greater degree in another, become scientific fathers and scientific mothers.

Start your children right.

Make them children of light.

Lead them and direct them.

Counsel and confer with them.

The early Roman mother knew the use of these laws. So did the Hebrews. The government saw to it that the Roman mothers were surrounded by the finest examples of endurance, agility and grace of body and mind.

It was considered an honor; not a thing to be hidden. Special obeisance and reverence were paid to the expectant mothers in the arena and on the street, too. Some of our mothers go out only after dark, when bats fly and owls hoot. Instead they should be free to breathe the pure, fresh air when the sun is shining and the birds are singing. This is the time God especially made for the mother and child.

The young Roman of early times expressed the freedom and nobility lived by

his mother during his first period of education. This very thing made Rome queen of the world. It was when she forgot to reverence her noble women, her splendid mothers, that she fell.

There is a great bond between the scientific mother, the mother-teacher, and her child. This is human. They are in absolute harmony. "As the twig is bent, so the tree's inclined," is an old and trite saying, but ever a true one; doubly so when you bend the twig as it is forming. Then no time is lost in rebending.

#### Children of Light

The twig (the child) knows but one way to lean, but one direction to take. If we wish our children to be area children, children of light, we must begin at the beginning. We must first lean toward the light ourselves. Furthermore, we must walk earnestly and firmly in the paths we wish our children to tread.

Yes, some folks have been sadly robbed of their birthright, their human birthright. Such have insanity, tuberculosis, cancer, or the deep shadows of one mark or another of degeneracy hovering over them. Such persons have a hard lot, a heavy cross to carry.

It is difficult to forgive the ignorance that caused this, but, knowing how heavy the burden is, such unfortunates should be wise and refrain from passing on to others the birthright of the terrible negatives that daily hamper them.

So live that you increase your area as much as possible, and when you are ready to pass on to the next higher plane you will have the satisfaction of knowing you have left no one hampered by you.

You may be a spiritual scientific mother-teacher. There are many who never become mothers or fathers in the flesh who are beautiful examples of spiritual motherhood and fatherhood. Many, for one reason or another, have not known the joys of physical motherhood and fatherhood, and yet their countenances glow with the spiritual light that comes to those who have lived and learned to protect the value and sacredness of this profession of professions.

Let not ignorance or thoughtlessness permit you to wrong another. The legacy is

the important thing! The harmonious start is the best success asset.

Why do children differ so in endurance, ability, reliability and action? Why are some children so bright and active while others are dull, indifferent and listless? The one thing—the difference in the start, the difference in the materials, in the instructions imbibed during the first period of their education.

#### The Child Who is "Born Lucky"

The child who is "born with a gold spoon in his mouth" is the one who has area parents. Such a child does not keep his busy father up nights walking the floor with him.

It pays to be an area parent in all ways. An area mother is always a cheerful companion. An area father is always perfect. An area baby is literally "a thing of beauty and a joy forever."

You see that such a child holds within itself all the elements and qualities needed to make the rounded-out man or woman, as the case may be. All it needs is the time to unfold or develop itself.

You know, your child finally does everything for itself. Only in the first period do you really say, "yea, yea," and "nay, nay." Afterward you may guard; then you may direct. Again, you may counsel, but the child finally exercises its own will and decides and acts for itself. It does what you made it possible for it to do when you decided you had a legacy to give it.

When God created the world he said, "Let there be light!" Area people are among God's people, and when they bestow their legacy they say, "Let there be a child of light."

A race of children of light, a race of area children. What a wonderful world is coming! What parents, what children, what teachers, what schools, what citizens, what cities, what states, what nations, what a world of light is advancing!

*This is the second in the series of articles on Child Education by Mrs. Sheldon. The third will appear in the March number.—Managing Editor's note.*

As the twig is archetypal of the tree, so childhood builds the ladder up which manhood climbs.—Melvin S. Severy.

# Mistakes—Mechanical, Mental and Moral and Their Cure : *by* George W. Wilkie

**C**ENTURIES ago Cicero said: "Any man may make a mistake, but none but a fool will continue in it." Gladstone spoke as truly when he said: "No man ever became great or good except through many and great mistakes."

Every mistake that can be classified as mechanical or mental can be turned into an asset.

It is true that the damage caused by such error may exceed the value of the experience as a future preventative, but some value, great or small, is there just the same.

How hard it is, though, to turn a moral mistake into anything good.

A moral mistake leaves a scar—it disfigures many an otherwise sound piece of business timber.

## Open Confession Good for the Soul

How often a mistake, purely mental, or mechanical, therefore forgivable, has been turned into a moral mistake by moral cowardice—by lack of courage to stand before the world and say, "I was wrong."

The hardest thing in the world for a little man to say is "I was wrong."

When we meet the man who has blundered, who has made an error of omission, or one of commission, who has taken the wrong switch—when we meet this man, and he stands forth and freely and frankly admits he was wrong, how the balance swings in his favor!

When our mistakes are involuntary we owe each other every candid consideration, and the man who, on discovering his errors, acknowledges and corrects them, is scarcely less entitled to our esteem than if he had not erred.

How much more willing is the world to help him rectify the error! How much more ready to overlook the past! How much stronger the faith in him, than in the fellow whose zealousness, or carelessness, whose activity or inaction, whose extreme care or carelessness has led him into an error, and who lacks the courage

to stand for it, who resorts to subterfuge, who will reduce his manhood, and who will sink his moral stamina in the mire of untruth, hoping to cover it!

Cover it he cannot, and in the large majority of cases he knows that he cannot. But it is the fear to acknowledge himself wrong that dwarfs his vision of the right, that stunts his growth as a man among men.

## What Measures a Mistake

The seriousness of a mistake is measured by its influence for harm.

Its scope of damage is measured by the lapse of time before the remedy is applied.

Suppose every error in your business was brought to the surface, frankly and manfully by its creator immediately, wouldn't many of them be corrected, be repaired, before they ever left your office?

When you make a mistake, don't turn it over and over. Don't play with it. Don't coddle it. Search out the reason. Impress that reason well in your mind, then look forward.

The past cannot be changed, but the future is yet in your hands.

Just as a mechanical or mental mistake, when discovered, carries a penalty that is surely enhanced by lack of the remedy, so does the moral mistake carry its penalty, and leave a scar on the self-respect.

## The Cost of Cowardice

I recently read of a man who had been employed to make some repairs on a motor car. He made a mistake, he damaged the motor, but not beyond repair.

Seeing his error, and lacking the courage to stand for it, he turned it into a moral error, became an open enemy to society, turned incendiary, and in the night set fire to the garage where he had been employed, causing great loss. He was suspected, arrested, convicted and at this writing endures a living death in the penitentiary.

What for? Not for money, not for gain, not to prevent personal loss, as he

could not have paid for the damage his mental or mechanical error cost.

Simply because he lacked the nerve to stand out in God's sunlight and say "I was wrong."

Some men will, on making an error that is really attended by extenuating circumstances—one that is really excusable—turn it into a moral error that leaves the trail of the serpent wherever it goes, then rack their brains, and draw on their imagination to prove their case.

The initiative and energy they display in forming what to them seem reasonable excuses, would serve to correct a frankly acknowledged mistake, and still leave a balance in their favor.

You will generally find these fellows have a twist in their moral make-up. Their mental, as well as their moral yardstick is considerably short of the standard thirty-six inches—and as we measure our progress by our mental and moral standard, it can be readily seen why these fellows are usually passed in the race of life.

When one tries to hide his mistakes he is taking on a cargo of secret worries that are bound to impair his efficiency—he is thus doubly harming himself and his chances. Don't waste time in such useless endeavor.

Don't be afraid the boss will learn the truth about you.

Someone has said, "No man should fear for his firm to go over his record with a fine tooth comb, as, if he has played the game as it should have been played, nothing harmful will be brought to the surface.

On the contrary, much that is commendable, but so far undiscovered, will be shown."

Avoid mistakes if you can, and you can avoid many by the application of those sterling qualities, Action and Judgment.

Make them, if you must, they prove that you are human. But, stand for them, and prove you are a man.

#### About Covering Others' Mistakes

The principle of covering up the other fellow's mistakes is laudable, it is kindness, but oftentimes mistaken kindness. It is compounding an error.

Better to encourage him to stand out and admit his error than to help him repair it.

Deliver us from the man who never makes mistakes. He is usually the one who pries about with the wormwood and gall to spread on the sore spots that his long, treacherous fingers root out among his fellows.

He always sees the errors of the fellow who is really trying to climb, and he is not above knowingly allowing his associates to make a mistake, that he may bring it forth and blazon it to the world, to show his own infallibility, by comparison.

He, like the fellow who won't stand for his errors, has mental tuberculosis.

We learn wisdom from failures, much more than from success.

We often discover what we do by finding out what will not do, and probably he who never made a mistake never made a discovery.

**Don't consider business done when it's only done on one side. Turn it over or someone may turn it down.**

# Three Principles and Three Expressions of Steadfast Loyalty : *by* H. B. Osgood

OF all the dramatic scenes in the world's history, probably there is none to equal in point of spectators and setting, the battle field of Balaklava at the time of the charge of the six hundred.

Upon the surrounding heights were assembled fifty thousand men. Through the blunder of some officer the little band of six hundred were ordered to take the enemy's guns. While the fifty thousand looked on in awe these six hundred men made their immortal charge. History records that during this battle a Russian peasant and his little son were seen upon the neighboring heights. The boy, turning to his father, inquired, "Father, what are they fighting for?" The father replied, "the Shrine, the Shrine," and fell fainting to the ground. Doubtless this humble man saw what many others did not discover, that the Shrine of his nation was in danger when France undertook to crown with her eagles and lilies the spot where the man of Nazareth was born.

A few weeks ago on the south side of our city a home was aroused by the scream of a young lady daughter. The father, in his efforts to protect his child, grappled with a negro ruffian who had broken into the house, and when the struggle was ended the father lay dead at the foot of the stairs with a bullet hole in his heart.

Recently a large business house in this city wired its representative in San Francisco regarding an important deal then being negotiated. It was impossible to give definite instructions. The man on the ground must act and act quickly and decisively. On his energy, honesty and good judgment large interests depended. Knowing the man, they felt no anxiety.

Some years ago at the University of Chicago I had the privilege of listening to a lecture by the famous Scotch novelist, Ian Maclaren. I do not recall the subject of the lecture, nor much of what was said. I recall vividly the place and the surroundings. It was in the old temporary gymnasium and all the available space in the building was occupied. The one incident of the lec-

ture that stands out in my memory seemed rather an interruption than a part of the lecture itself.

Coming forward to the edge of the platform, the famous story teller leaned forward and waited a moment for absolute quiet, and then said: "I have a very plain word to say to the young men and young women in this audience. It is this—there are not three kinds of loyalty in a man's heart."

## Three Manifestations of Loyalty

The three incidents I have related were intended to illustrate three expressions of loyalty which life demands. They spring, however, from the same source: and the man who hesitates in defense of his hearthstone would not be safe to rely upon when his country calls.

The man who cannot be depended upon to make any sacrifice to forward or protect the interests of his employer and associates in business would not be a safe defender of the things the world holds sacred.

There are not three kinds of loyalty in a man's heart. The demands of commercial life upon the steadfast and heroic attributes of a man's nature are no less exacting than those that come in time of invasion of either home or country.

## The Changeless Principles of Loyalty

Loyalty is based upon three changeless principles.

Confidence in your cause.

Confidence in your associates.

Inherent devotion to duty.

It would be interesting to discuss this subject from the standpoint of either of the three great demands that life makes upon man's loyalty, but we are concerned tonight only with the commercial aspect of this subject. I can only hint at some of the considerations that grow out of these three principles.

*First:* Confidence in your cause.

No man can render loyal service in any field of activity who has not the utmost confidence in the cause he represents. The man who measures his service by the size

of his pay check is not basing his effort upon this point.

Confidence in the institution you represent and the goods you sell will make it impossible for you to rest satisfied until you have transmitted that confidence to the man whose business you are seeking to secure. Unless you have that confidence, this fact will unconsciously appear, although you may put forth your most plausible arguments.

*Second:* Confidence in your associates.

It is a trite saying and possibly too often true, that "corporations have no souls." This has been repeated so often that in the minds of some people it has become so firmly established that they are convinced that it is useless to look for anything resembling the expression of a man's nobler qualities in business transactions of today.

I want to tell you, however, that while recent years have brought many changes in the business organization of our modern life, it is not necessarily true that corporations have no souls. The corporation is the embodiment of men and the men who make up the organization have still the same opportunity to give expression through it of their souls.

Confidence is only another name for faith, and faith is the foundation of all commercial life, as well as of all social life. Until you believe in me and I believe in you and we all believe that together we are working for a common cause that is in itself worthy, we shall not find the association very profitable, either to the organization or to ourselves.

*Third:* Inherent devotion to duty.

To some men this word "duty" has always had an irksome sound. But I am of the opinion that until the man recognizes that he has some obligations that can be expressed in no other way except by this word, which makes its insistent demand, that he will never be worth much to the business world.

A great many of our most important duties have an unfortunate habit of presenting themselves at the most inopportune times. Unless we were born with or have cultivated an attitude of mind toward the demands of the daily grind that can be expressed by no other word but this word "duty," we have a serious handicap in our

work and will fall short of the fullest expression of loyalty.

### Three Expressions of Commercial Loyalty

Loyalty will express itself in three ways.

Constant study to become more proficient.

Eager response to every demand.

Supreme effort to accomplish every task assigned.

Here I can little more than suggest the three ways in which loyalty gives expression.

*First:* Constant study to become more proficient. None of us have progressed far enough to have learned all about our chosen task. The only way in which we can keep pace with the constantly increasing demands of modern life is by studious application to everything that comes within our range that will assist us to greater efficiency.

*Second:* Eager response to every demand. In the keen competition of today, tomorrow is too late. If we are satisfied to put off until another hour the thing that might be done now we will be too late. Some other man will have seen the same opportunity and will have stepped ahead of us.

*Third:* Supreme effort to accomplish every task assigned. The half-hearted try is not sufficient. Even the moderate effort will not do. The more difficult the task the more necessary that superhuman effort should be put forth if required for its accomplishment. If we are satisfied with less we cannot expect the greatest achievements.

I began with three incidents. In conclusion I bring them back to you.

The man shedding his blood for his country.

The man dead across his own threshold.

The man bending every energy to successfully carry through a business undertaking.

The man is the same. The duty of the hour varies.

Let us understand that when some day at evening time our associates of today shall gather to name the characteristics of our life that are worthy, that for none shall we be held in greater respect than they shall be able to write at the very head of the list this one word, *loyalty*.



# The Law of Proportion in Character Analysis : *by* Dr. Katherine M. H. Blackford\*

**I**N a former article it was stated that all human beings are composed of the same materials, the same elemental substance.

Chemical analysis of the human body reveals the fact that there are only four principal elements composing it—carbon, oxygen, hydrogen and nitrogen. These same elements enter into the composition of the earth and nearly everything upon it.

Science has demonstrated that "all matter is eternally immutable in substance." In other words, all matter is composed of a single, uniform substance, the difference in form, size and color of things as perceptible to our senses, consisting in the variety of the arrangement of their ions and electrons, their atoms and molecules, and in their rate and form of vibratory activity.

On first thought, it seems almost impossible to believe that the myriad things which we see, taste, hear, touch and smell, or perceive through our physical senses, are composed of the same elemental substance. This, however, is true.

Chemical experiment has proved that if, under heat, one atom, or part of oxygen and one of carbon are combined, they will produce carbonic oxide, which is a poisonous gas; whereas the addition of one atom or part of oxygen to the combination will produce carbon dioxide, which is a harmless gas.

Granted that one atom can change a harmless compound into a poisonous one, or convert a poisonous into a harmless one, when we consider the infinitesimal size of the atom and the innumerable combinations that are possible, the thought of oneness of substance becomes more tenable. We realize that, after all, there may be but an atom's difference between our bodies and the earth upon which we tread.

Since it is true that all things, and all individuals as well, have the same constituent elements, there must be some

fixed laws governing their differences. That individuals differ greatly no one will deny. Yet they have more points of likeness than of difference.

## What the Law of Proportion Governs

A most important law governing these differences is the law of proportion or symmetry.

Just as the chemical compound is the result of the proportion of the constituent elements to one another, so the human compound is the result of the proportion of its ingredients. The differences between different races of men, or between individuals of the same race, are due to these variations in proportion.

These distinctions manifest themselves both mentally and physically. The law of proportion, therefore, must be applied to the man's mind as well as his body.

There are three general divisions under which we may classify all the functions of the body. First, the brain and nervous system; second, the muscular or motive system, and third, the nutritive or vital system. Knowledge of the relative development of these elements gives us important facts about an individual.

The brains of animals, as well as of men, become larger in proportion to the body, and more complex in structure as they ascend the scale of intelligence.

The nervous system is divided into the cerebro-spinal and the sympathetic.

The function of the cerebro-spinal system is to supply the organs of special sense, to control the voluntary muscles and to transmit messages from the outside world to the various brain centers for interpretation. In fact, it is the medium of all the voluntary or conscious processes of the body.

The sympathetic nervous system is that portion of the nervous mechanism which controls the internal organs, or the unconscious activities of the body. It regulates and accomplishes digestion, the heating and cooling of the body, its ventilation, the chemical changes, secretion and excretion.

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This is a wise provision of Nature, for one could scarcely take care of these intricate duties, consciously, and have sufficient time left for work and play. In animals, and in men who are well nourished, the sympathetic system is relatively larger than the cerebro-spinal. When the cerebro-spinal system is proportionately larger than the sympathetic there is greater intellectual power, but less vital strength.

#### The Mental Element

When the brain and nervous system are relatively larger in development than the motive and vital elements, the individual expresses his inherent force through intellectual activity rather than in physical efforts. He also has certain well marked traits of character and will incline to lines of work and thought in harmony with his development.

The farther man is removed from the animal kingdom the larger is the brain in proportion to the body. The nearer he approaches the animal in his inheritance the smaller is his brain in proportion to the development of the body. To observe the relative size of the head to the body is therefore a strong diagnostic point in determining the system of organs that govern a given individual.

The distinguishing physical characteristic of the mental type of man is delicacy of structure. The body and head are finely modeled, the features delicate and well chiseled. The body is slight in build, rather than large and rugged. The bones and joints are small and the limbs tapering. The hair and skin are fine in texture and there is sensitiveness, feeling and spirit shown in the expression of the face and eyes. There is intellectuality, ideality and natural refinement shown throughout the whole organization.

#### Negative of the Mental Temperament— a Sad Example

Those of the mental type naturally tend to intellectual lines of work. It is so much easier for them to express their inherent force in educational efforts that they naturally gravitate to positions that require mental rather than physical energy. Indeed, their greatest negatives are lack of physical

strength and a tendency to neglect their health.

As a rule mental people have rather delicate digestive power, eat very sparingly, and are poorly nourished. Having a high degree of sensitiveness to the quality of their environment, they frequently become nervous, restless, tense and excitable under stress.

Children of this type need careful attention. Their tendency is to precocity. They outgrow children of their own age very rapidly and prefer to associate with those much older than themselves.

A very sad case of this type comes to mind. The man in question is now nearing the age of thirty. Thirteen years of his life have been spent in different penal institutions for almost every offense in the calendar. And yet this man is not naturally inclined toward criminality.

His mother was from the lower stratum of society, his father an intellectual, refined and educated man. From his mother he inherited a weak will, a strong love nature, appetites and passions. From his father came fineness of texture and a predominant intellect.

He was born in the slums midst poverty and ignorance. Having a constructive mind and splendid powers of imagination, he begun at an early age to contrive ways and means of acquiring the things he desired without putting forth great physical effort to obtain them. So he gravitated to the reform school.

He served his sentence in one institution after another without having learned any trade or profession.

Being disinclined to physical work, he resorts to devious ways to earn a livelihood, with the inevitable result that he is never long out of prison.

For more than two years I have followed this man's career. Through the efforts of well-disposed people he has been given work at various occupations. But physical exertion is so repugnant to him that it seems impossible to keep him at it for any length of time. He desires intellectual expression, and because of his lack of educational advantages, coupled with the demoralizing influence of his years of incarceration, he drifts again and again into the old habits of theft and deceit.

And yet this man has intellectual capacity far above the average, and when dressed in becoming clothes passes as a high-grade man. Had he been given the right kind of training in the early years he would today be a respected and useful member of society.

What disastrous ignorance is ours that we cannot tell the born criminal from the intellectually active! What hurtful negligence that we do not train and direct such activity into usefulness instead of allowing it to drift into crime and then almost forcing it to remain criminal!

I have heard this man called lazy. But that is not the right term to use. Intellectually he is very energetic—physically he is of such delicate construction that strenuous exertion is repulsive, and following his natural bent, he avoids it whenever possible.

The mental element causes one to incline naturally to educational pursuits, and so professional people, teachers, writers and all those who do intellectual work have a strong or dominant development of the brain and nervous system.

During waking hours the brain is constantly active. Indeed, some there are who claim that it is active in sleep also, but whether or not that is true we do know that one cannot voluntarily suspend mental activity except through sleep. Inasmuch as the tendency of the mental type is to excessive activity to the point of exhaustion, they require a great deal of sleep and repose and should have periods of complete relaxation and rest. If these are neglected they wear themselves out at an early age.

#### The Motive Element

When the motive or muscular system is relatively larger than the nervous and nutritive mechanisms, the individual expresses his inherent force through physical activities.

The distinguishing physical characteristics of the motive type are ruggedness and angularity in body build. He is often tall, "raw-boned," large-jointed and generously featured. His hands and feet are large and there is an absence of delicacy of build that is typical of the mental type.

His face has long, strong lines, and the head and face incline to the square in form.

He is built for activity and motion and his movements of body are slow and rhythmic, rather than quick and nervous, as in the mental man.

He naturally inclines to lines of work that give him physical activity. If he is low down in the intellectual scale he will do physical drudgery only. The higher he ascends in the mental scale the stronger will be his inclination to pursuits that yield him both physical and mental opportunities.

The motive man does the physical work of the world. Not only does he love physical activity and freedom, but he demands freedom from mental bondage as well, and some of our most successful reformers, pioneers and leaders have been strongly endowed with this element. Lincoln, Emerson and Whitman were all splendid examples of this type.

#### Errors in Training Children of Motive Temperament

In the education of children and the selection of their vocations, mistakes are quite as often made with this type as with others.

Many youths are educated for office work or other indoor pursuits that restricts their physical activities to such an extent that they are, to all intents and purposes, in prison.

The pitfall of this type is neglect of study. Not understanding the desire for physical expression and the necessity for balance between the mental and the physical, they are prone to indulge the love for physical activity to the exclusion of the educational. This is to be avoided.

The natural lines of expression for the motive type are engineering and other constructive work. They are naturally industrious in a material way. Therefore, manufacturing, merchandising, mechanics, agriculture and transportation all make a strong appeal to them.

The specialty salesman also needs a strong development of this element. I know many "knights of the grip" who spend hours of valuable time planning ways and means of avoiding the strenuous physical exertion that is so necessary in thoroughly covering their territory in some lines of selling.

There are two types of salesmen: the head type and the leg type. The former succeeds better in retail and wholesale lines, where the customer comes to him. The latter is better adapted to lines of selling that require him to go to his customer. The mental type heretofore described is the "head" type and the motive man is the "leg" type. This principle carefully applied will help the reader solve some vocational problems for himself and perchance for those who are in his employ.

### The Vital Element

When the nutritive or digestive system is the strongest in development, the individual expresses his inherent force in reproductive, creative and financial activities.

The distinguishing characteristics of this type are rotundity of features and body-build, large chest and abdomen, relatively small, short limbs and a tendency to corpulency. The features are curved and dimpled. The whole body seems striving to express the circle in its construction.

The man of this type naturally inclines to lines of work that do not require great physical exertion or activity. Indeed, strenuous effort of either the mental or the physical kind is distasteful to him. He prefers ease, comfort, luxury, good things to eat and drink, cheerful companionship and a position in the business world where he sits in the executive's chair and directs the activities of others. In such lines he is often very efficient, being able to formulate the plan and direct its execution for a thousand men, while he would not care to do the physical work of one man.

In disposition men of this type are jovial, good-natured, easy-going and usually social and optimistic. They make friends readily and delight in entertaining at banquets, dinners and luncheons. They are frequently devotees of the club. In selecting their lines of work they are especially successful in handling food products. Successful grocers, market-men, restaurant and hotel keepers, stock and grain dealers usually have a predominant, or at least a strong development of this element.

This type is sometimes called the judicial type. President Taft is a well marked example.

One of the negatives common to the vital man is the indulgence of his appetites. He has such keen and insistent physical desires that he tends to their unrestrained gratification. This leads to dullness, sluggishness and grossness.

The inclination to the excessive development of this element should be carefully restrained in early life, since it tends to become stronger as the years pass and may easily develop beyond the pivotal point and lead to physical and mental deterioration.

### Temperamental Combinations

Going back, now, to the second of this series of articles where the law of vibration was applied and the dynamic and static types were described, and following the study up to the present moment, you will have observed that there are seven primary elements comprising the individual. Each element gives certain well defined characteristics to the man when it is strong in development. Weakness in the development of any element is due to deficiencies.

If an individual possessed each of the seven elements in balance he would have a perfect mental and physical organization. It is the relative proportion of these elements that give to him his natural tendencies, mental and physical.

Few there are who even approach the balance. Some have three, others four, and a few have five or six of these temperamental elements well represented.

Balanced development gives mental and physical balance. Where some elements are strong and others weak we find the extreme types.

We may have any combination of these elements in any degree, and when we learn to analyze the human compound and determine the relative proportion of each element in the organization, we are beginning to read the words and sentences of human character.

### Two Extreme Temperamental Compounds

Let me illustrate what I mean by a brief description of two extreme types.

You will remember that the blonde is charged with an active, radiant, driving form of force—the brunette with a passive, absorbent, drawing form of force;

that those having convex features are quick, keen, positive and practical; that those having concave features are slow, mild and imaginative; that the delicately constructed mental type will express his form of force in intellectual activities—the motive, or muscular man, in physical activities—the vital man in financial activities.

Combining these elements, you will readily see that the man who is fair in coloring, with sharp, convex form of face, fine hair and delicately moulded features, angular and spare in body build, has all the positive elements represented in his mental and physical construction, and contact with him will readily convince you that he is the most positive, dynamic type that we have.

On the other hand, the man who is dark in coloring, with broad, concave form of face, medium or coarse hair, large features, body rotund and corpulent, has all the passive elements represented in his mental and physical makeup, and you will find him to be the most passive, static type that we have.

These types that I have described are opposites and the same methods used upon both will fail of best results. Each type inclines to certain habits of thought and work, is most easily approached through a knowledge of his preferences, and is persuaded by entirely different forms of argument.

#### Modifying One's Temperamental Combination

The question may arise in the reader's mind whether or not the proportion of these constituent elements can be changed by intelligent effort.

I answer, yes, to a limited degree.

We should ever strive for balance in all things, and while each type has its strong points and its weak ones, all types are good and useful, and, I may add, necessary in the grand plan of existence.

The primary cause of temperament is found in heredity, therefore it would take considerable time and a complete change of conditions to effect a radical change. A study of emigrants recently made shows that the children of foreigners, born after a few years' residence in this country, are much different from those born previously

to moving here, and that these differences in shape of head and facial characteristics can be readily traced to the change of environment of the parents.

However, any temperamental element may be improved if deficient, or restrained if excessive.

The person who is deficient in the vital element should pay particular attention to the improvement of his digestive and assimilative system and not neglect his nourishment.

Those deficient in muscular power should take systematic physical exercise, while those lacking in mental endowment should strive to learn something new every day in an effort to cultivate the study habit.

Those who are pungent, sharp and abrupt in manner, should cultivate softness and sweetness of speech.

Those who are slow and laggard should express themselves more energetically.

And so the highest use of character analysis is character synthesis.

*This is the fourth in the series of articles by Dr. Blackford on the Science of Character Analysis. The fifth article, on the subject of The Significance of Texture in Human Character, will appear in the March number.—Editor's note.*

#### Yourselves

You may retire into yourself and take your own measure of yourself to the satisfaction of yourself. But when you are done, it is the world's judgment of you which must be final and without appeal.—*John Howland.*

"Face your deficiencies and acknowledge them, but do not let them master you. Let them teach you patience, sweetness, insight. When we do the best we can, we never know what miracle is wrought in our own life, or in the life of another."—*Helen Keller.*

The man of forty must not think himself old. He is only beginning really to live. A man's usefulness is gone only when he ceases to grow. Age is not a matter of increasing years so much as of waning enthusiasm.—*Milwaukee Journal.*

# The Dictum of Economics Upon the High Cost of Living : by C. H. Ingersoll

*This is the second in the series of articles on Business and Economics by Mr. Ingersoll. In it there are expressed some views on certain economic subjects that have for years been the cause of political controversy. The American people are, fortunately, coming to a belief that matters that affect business, industry, and the people's prosperity, well being and happiness so vitally, should not be left to the uncertainties and log-rolling of politics, but should be dealt with, sanely and calmly, and from a scientific standpoint. As a step in that direction congress has authorized the appointment, by President Taft, of a non-partisan commission, composed of economists and business men, to investigate the tariff and its effects, and to make its reports, with recommendations, to congress. Likewise, the subject of the trusts and land monopoly are gaining daily greater attention from business men. This discussion is therefore presented, not as a contribution to any political controversy or to solicit votes for any man or men, party or parties, but solely as food for thought and discussion of these economic subjects from the standpoint of business building. We have readers who will disagree with Mr. Ingersoll. These columns are open to them for the quiet and calm, non-controversial expression of their views. Let us study these important problems, so vital to business, dispassionately and intelligently. They must be settled and we shall have to settle them. Let us be prepared to do it right.—Editor's Note.*

**W**HAT has economics to say on this great question and how does it concern business?

As economics has not got to the ironclad stage yet—as it hasn't even risen to the dignity of possessing a well developed creed, we may have to do much guessing in this answer; in fact, it may be accepted largely as a personal expression of "views."

But it is certain that economics is most vitally involved in the high or low cost of living, the only difficulty being to know how—i. e., what law applies?

And, of course, business is vitally interested in all possible discovery along this line. High costs mean restricted consumption, a narrowed market, curtailed production, idle factories, unemployment, stagnant and fluctuating business, and a long train of evils directly affecting business.

In the long run high costs accentuate all bad social conditions, impoverish the masses, create mendicants in place of consumers, and fill the poor houses, hospitals, insane asylums and jails; all of which places a heavy tax upon industry, which is business. In other words, high cost of living is distinctly a critical economic condition that directly and indirectly most deeply concerns the business man. This condition is not compensated for ordinarily by increased profits on the prices he obtains.

One of the most recent discoveries is that the greater production of gold, due to

cheapening cost, directly bears on the price of commodities. This is quite plausible when one visualizes the proposition in the form of a big pair of balances, having all the gold at one end and all the goods at the other, which is the practical working of our monetary system.

It is obvious that if the gold becomes easier to get, the goods at the other end become harder to get, when measured in units of gold. Measured by some other standard, potatoes, for example, the results would not theoretically be altered by the cheapening gold, because you would get more gold for your bushel of potatoes, which advantage, however, would be equalized when you exchanged your gold for higher priced apples, for example.

This brings you to the economic fact that money being a "mere medium of exchange," does not *make* values, but only *measures* them, and its corollary that "prices" are not values, but only the designation of them by the yardstick, money, and thus to the undoubtedly correct conclusion that if all prices advance consistently, equally, it makes no difference how high they are, because *you* get enough more gold for *your* commodity to enable you to pay the advance on the other fellow's—"so, what's the use of kicking," you get in the comfortable habit of saying.

And insofar as cheap gold affects high prices, it does bear on all alike with the

most important exception of the *price of labor*, which always lags years behind in the upward travel.

My conclusion is only this, that the cheap gold theory of higher prices is, in a measure, correct, due to a *general* relation between commodities and gold, as illustrated by the pair of balances referred to, but that as a cause it is least damaging in extent and also in character, because of its relatively uniform operation upon all products.

#### The High Tariff as a Factor

But an earlier, and I think more trustworthy, accounting for the phenomenon of high prices of the things we buy (often coupled with high prices of the things we sell) is our high tariff, Senators Lodge and Depew to the contrary, notwithstanding.

This is where the economic law of increasing prices seems a poor affair in its (un) uniformity of operation and cannot be credited with that impartiality accorded to its operation through cheapening gold.

And yet the reason is obvious in the fact that various acts of congress, though theoretically omniscient, involve awful guess work, and even far worse. The fact is, that economics, while frowning generously on our monetary system, has no use whatever for our tariff—nor for that matter, any other tariff.

A tariff is doubtless the most uneconomic device today standing to the discredit of mortal man.

As a revenue raiser, it is the most expensive to collect, most destructive of industry, invites the most corruption and produces the worst indirect results, such as monopolies and high prices. As a measure of protection it is effective only in upholding monopoly and includes all the evils just referred to.

*These are not* personal "views," but the positive pronouncement of "economics." I will not quarrel with the man who, while admitting these truths, sincerely advocates the tariff on grounds of utility or expediency, though I do not believe the two propositions can be reconciled.

Now, in view of such facts, what may be expected of such an institution upon prices?

First, a tariff is concededly against the consumer, *i. e.*, it makes prices high, an offset being claimed of high wages.

But economics teaches that the "iron law of wages" is bound up with the law of rent, and is better understood as the law of supply and demand, and is in no way influenced by the price of anything else. In other words, economics laugh at the hypocritical protectionist claim that high priced goods make high wages, and *proves* that on the contrary they make low wages by restricting purchasing and consuming power, and therefore, necessarily, production, which alone affects wages by reducing the demand for labor.

It does not merely make high prices, it makes monopolies that keep on making high prices *ad infinitum*; monopolies that make high prices their whole business, that defy law, that make laws, that own legislatures and judges, that commit every crime. And it makes *only* monopolies; it makes or helps make no legitimate business, because legitimate business requires and can use no such help; and therefore, of course, it helps no workers in legitimate industry.

Nor does it help any workers in monopoly industries, because they need and can use no such help, for if there were no monopolies they would be working in legitimate industries.

The protective tariff produces all the horrors threatened by its defenders as sure to result from free trade; it is exploited as the gospel of high prices, high wages and prosperity; it is proving to be the condition of high prices, low relative wages and poverty, because it has built up a system of commercial and industrial exploitation, plainly suggesting the question: "Free trade, where are thy terrors?"

In other words, the claims of protection having proven hollow, people are put upon inquiry as to the theory of free trade, and reminded that freedom is a national ideal, and that without freedom to buy in the world's markets, the word is mockery.

This, then, is economics as applied to the tariff and its relation to high cost of living and business. It is not the sophistry of these questions which will supply a thousand reasons, supported by examples, in opposition to the conclusions of economics; but the business man must some day learn,

and I think the time is approaching, that *expedients* like the tariff are ultimately paid for with compound interest, and that monopoly and business are distinct subjects, which must be clearly defined in the light of economics.

I did not mean here to say so much of the tariff, but as the argument for it is entirely negative, *i. e.*, defense of the high prices it is conceded to create, I pause to apply a few economic aphorisms to this defense.

The third standard reason for high prices is the trusts, and doubtless the most important one, but it is in a large measure identical with the tariff, which was designated by one who knew (Havemeyer) as the mother of the trusts.

#### Old Man Land Monopoly

But there is also a paternal parent which also fathers so vast a collection of price inflators as to dwarf all other causes—that is, Old Man Land Monopoly—or Land Speculation—or Unearned Increment, as he is variously called.

It is obvious that the high value of land, agricultural and otherwise, must be summed up in the high price of all products, agricultural and otherwise.

Land has a natural value, called economic rent, given it by the legitimate demand therefor, which depends upon population; but this value is rendered fictitious and largely enhanced by what is termed "land monopoly." The latter is perhaps an unfortunate term, as land monopoly is different in its nature from the ordinary conception of monopoly, such as an industrial monopoly.

Land monopoly in nowise implies the possession of the whole earth by an individual, nor of any particular portion of it, but the private ownership of the *increment* of any piece of land.

As this increment is permitted by our laws to go to the individual, although created by the community, it naturally gives rise to speculation in land, whereas if it were taken by the community in the form of taxation or otherwise, there would be no incentive to speculation.

And what is the effect of land speculation? Obviously "monopolization," since to realize upon the increment or increase

in value, the element of time must be utilized, that is, the land must be "held for rise," which interesting process in turn makes land "scarce" and gives an unnatural impetus to its already rapidly increasing value.

Thus does "land monopoly" make the food on which it feeds, and by a process of involution all its own, produce a level of value, notable examples of which show astounding figures.

#### The Waste of Land Speculation

And of course, all this land value must constitute an overhead charge on industry, and is compounded in the price of all products, agricultural and otherwise. Anyone may roughly compute the extent to which it affects high living costs by taking a few handy examples, and reckoning the relation of investment in land and improvements.

Take a house, a factory, an office building, a store. If, for example, the house and land are of equal value, as often occurs, you know that as to that important portion of domestic economy, land monopoly affects one-half the outgo; and in one case at least, in New York city, the land is worth \$1,500,000 and the building barely one-tenth this amount.

Looking around the suburbs of any city, or even in any city, will quickly convince you that I am conjuring up no bugaboo in dwelling upon the effect of speculation in tying up valuable land. A little intelligent reflection will again convince you as to the *wastes* involved in this condition, which wastes *must* be paid by those who live.

Besides the wastes involved in high, fictitious values are those which might be termed "wastes of inconvenience."

Note in traveling to your suburban home how many miles of idle tracts you are obliged to pass, at an unnatural expense of time and car fare.

Note how many more miles of street, sidewalk, gutter, sewer, gas pipe, etc., etc., your town has to provide by reason of its suspended development; but these are only examples of many phases of this subject, sufficient to justify my statement that land monopoly is the big underlying cause of high prices.



Waste of idle capital tied up in unproductive land is another big item—for, mind you, such capital is absolutely buried from all usefulness, except to the speculator who charges the interest with the increment profits to us who live. Such capital employed in industry would reduce congestion in the labor market, cure unemployment, raise wages, start an endless chain of industrial activity, and reduce house rents by building more houses, and thus definitely reduce high living costs and improve housing conditions.

Another big phase of this subject is the fact that upon land monopoly rest wholly, or in large degree, all our biggest and most oppressive industrial monopolies, which notoriously push prices up while pushing wages down. This is distinctly true of such monopolies as railroads, steel,

oil, coal, minerals, lumber, none of which would exist but for their ownership of "unearned increment."

*And the tariff as a whole rests directly upon land monopoly, because the most substantial excuse for its existence is the necessity for revenue, but a tax upon land sufficient to destroy land speculation would produce five times the tariff revenue and injure no business interest.*

*Verily, business is interested in economics, and especially as related to high cost of living!*

Whatever your occupation may be, and however crowded your hours with affairs, do not fail to secure at least a few minutes every day for refreshment of your inner life with a bit of poetry.—*Charles Eloit Norton.*

## The Divinity of Non-Resistance

By ARTHUR W. NEWCOMB

LET me say something about non-resistance. I want to show that it is one of the greatest success forces in the world. And I want to say, too, that it is one of the divinest things in men who accomplish mightily. There is just about as much resemblance between your spineless, supine, vascillating, kowtowing, bowing mob and the real non-resister as there is between a jelly-fish and a Lincoln. Non-resistance takes a million times more backbone than resistance.

Behold the invertebrate Pilate, cravenly truckling to the bellowing of the mob! Behold the man, Jesus, calmly meeting his doom, that the world might have a perfect pattern of love and service! Which of the two, think you, "moved forward as tranquilly as a chip on a placid stream?" Which of the two was the real exponent of the law of non-resistance? The coward runs before the gale. The real man is above it. Why should he resist it?

The incandescent doesn't try to stop the current. On the contrary, it gets in line with it and is obedient to its laws. The current uses the incandescent, not the incandescent the current.

You will observe that I make a sharp distinction between the mere gust of popular frenzy and the current. The big fellow resists neither—he is above the first, and a part of the second. He may be going in the opposite direction to the first—probably he is—but he doesn't go into hysterics of resistance to it. He leaves that to the little fellow, who doesn't know where he is going but tilts squeaking at appearances—surface indications. The great one sees below the surface, above it, and all around it—sees the silent but unbroken sweep of the great current.

He makes himself a part of it. He knows where he is going. He is calm, unafraid, clear-eyed, untroubled. He is non-resisting and irresistible because of a great purpose. Why should he turn aside to resist a swirl here and an eddy there? The rise and fall of nations—the cataclysm of a handful of worlds are trifling incidents to him. His spirit does not even blink at the fireworks.

Labor is the genius that changes the world from ugliness to beauty, and changes the great curse to a great blessing—*Opie Read.*

# The Heart of the Worker as a Factor in Business Success : *by* David Gibson

**C**ARELESSNESS or indifference is a lack of the heart rather than of the intellect.

That is why the heart enters so conspicuously into economic problems.

The ignorance of the presence of this heart element, and the lack of knowledge of how to appeal to it, is the weakness of many large employers, for they assume that the difference between production and waste is in devices and systems of accounting and commanding.

Accounting may be all right in its place, but by itself it does not produce the desire.

## How to Change the Heart Attitude

In desire there are results.

When a railroad fireman, for instance, temporarily in charge of a locomotive standing in the yard, sits and looks out of the cab window, lets the fire get high and the water so low as to burn the crown out of the boiler, you cannot say that this is a question of intellect, for all he would have to have done was to reach over and open an inspirator valve, which he knew, and which he had done a hundred times before.

This lack of will, desire, the indifference, the carelessness, just whatever we are a mind to call it, all resolves itself in a question of heart attitude, and to repair this damage it possibly costs the company half the fireman's wage for a year—to repair the damage done by the fireman's heart.

We are not saying that this man's wage was too low or his hours too long, or that he had any kick against the company—the chances are that he did not.

The way to change this man's heart attitude from one of indifference to one of interest is by exactly the same means that a commercial or industrial concern employs in its selling and advertising departments in changing the heart attitude of the buyer from one of indifference to interest.

## A Profitable Expenditure

In a certain plant employing some four hundred and fifty people at a piece work proposition, it became necessary to work

overtime. When the order was issued that all hands return after supper, about twelve of them put in an appearance.

The next morning the general manager had a loud-voiced session with the superintendent, which finally ended in the G. M. going over the product sheets for several years and showing the superintendent that his shipments for 1906 were in excess of the production of the current year with twenty-five more men on the payroll.

The superintendent knew the reason, but he was one of the many afraid to tell his boss what he did not like to hear—the truth.

Someone about the office induced the G. M. to get in a cost expert, or a business doctor, as they are sometimes called.

Now, this expert was a professional with a number of jobs, so he did not fear losing one of them and was not afraid of the truth.

The G. M. started the conference by calling his men cattle and other names not fit to print.

"There," said the business doctor, "the first thing in the process of increased production is your mental attitude towards your men. They are aware of it. The names you call them may not get to them, but your mental attitude towards them does, the rug on your floor does not absorb it and the partitions of your office are not proof against it."

The cost expert then called for the production sheets and put his finger on the trouble. It was this: The G. M. had reduced the piece work scale five per cent at the beginning of the panic of 1907 and had not restored it.

The business doctor induced the G. M. to restore the five per cent and add another ten per cent. He had several talks with the men assembled and left the remainder of the problem to work itself out.

Previous to the raise fourteen carloads were the highest number shipped per month. Six months has since passed and they are now shipping eighteen carloads per

month with no overtime and eight less on the payroll.

Now, the management of this concern is the same, the buildings, the machinery and the men are the same. Now, what is the difference?

It is the hearts of the men.

### Salesmanship

When you put a new piece of goods in stock, suppose you have everyone connected with the store look it over separately. Give each a copy of the advertising matter to look over. Then have some one explain and try to sell you. Take the role of a

customer who is hard to convince, using all your knowledge of other makes, and see how much interest and real salesmanship you can develop. If you do your part well, you will be surprised at the result.—*Corey.*

Thank God every morning when you get up that you have something to do that day which must be done, whether you like it or not. Being forced to work, and forced to do your best, will breed in you temperance and self-control, diligence and strength of will, cheerfulness and content, and a hundred virtues which the idle never know.—*Charles Kingfley.*

## Business Maxims

By J. E. MORETON

**A**NOTHER reason why so many employers are unsuccessful in business may be traced to that lack of sympathy and confidence so often observed between master and servant. When employers, by a foolish kind of pride, think they lower themselves if they are sociable with those in their employ, little else can be expected from their employes but a reserved manner—a kind of timidity preventing them from expressing opinions that might help their masters out of many difficulties, and perhaps save them from failure and ruin.

Every servant, I know, is not worthy of confidence, neither are the commands of every master worthy to be followed. A servant should try to be worthy of the confidence of his master, and the latter should be prudent and circumspect before he reveals any important matter to his employe. But if he finds his employes are trustworthy, nothing will pay him better than to treat them, not as servants, but friends.

Through the confidence reposed in him, the employe possesses, as it were, a view of his employer's mind, knows his desires, and will do just as he imagines his master would do if he was present to undertake the case himself.

A good master considers the welfare of his servants, and a wise servant will bring good grist to the mill of his master; but

bad masters make deceitful servants, and a faithless servant is his own foe.

Faint not, neither give thyself to despair if fortune seems opposed to thee. A wise man will use his failures as spurs to help him on to success; but he who fears failure brings what he fears upon himself.

Enter not into rash speculations, neither allow thyself to run in debt, "for the wages of wickedness is death," and small debts speedily double themselves.

To build a good and noble character is better than building a vast business; and the peaceful returns of conscience are far more profitable than gold obtained dishonestly.

Make no bargains over the drunkard's cup, nor give thyself to the love of strong drink. Drunkards lose both their business and their soul; but a temperate man is always safe.

Employ no base methods to gain your ends. Better to fail in striving for success than strive to build it on unrighteousness; better seem a failure in worldly eyes than gain the world by losing paradise.

Forget not to praise him who serves thee well, and to reward him for his services, and he will joy in thy prosperity and delight in adding to thy fortune.

An unjust master loses both credit and respect, but just dealings build up an honorable, respected and prosperous house.

# The Incentives for Doing Our Level Best in Our Work : *by* Sheldon Leavitt, M. D.

THE common experience is that a man fits himself as well as he can to the customary details of the work or trade he falls into, and tends it as a dog does a spit. Then he is a part of the machine he moves; the man is lost. Until he can manage to communicate himself to others in his full stature and proportion, he does not yet find his vocation."  
—*Emerson.*

The energies of men are hard to estimate. One does not even know his own strength, though he usually thinks that he does. One is very apt to move within the points of limitations set by himself and usually based upon his feelings. When he begins to feel tired he thinks he is approaching the end of safe effort and feels inclined to stop. Should he continue to follow such a course he is likely never to become very strong or efficient. The weak and unsuccessful men of the world are usually such because they have been controlled in great measure by their sensations. The great and strong are such because they have had the resolution, the courage and the fortitude to go beyond their seeming limitations, disregarding their feelings and continuing on when others would have ceased.

## A Man Sets His Own Limitations

I said that a man commonly determines his own limitations, and so he does. He says to himself, "Thus far can I go and no farther;" and by degrees his forces adjust themselves to his dictation, and suffering results, if, under the power of necessity, he goes beyond his usual limits. The truth is that we cannot attain to heights without undergoing a severe struggle and overcoming the restrictions which mind and matter seek to lay upon us. All efficient effort is beset with struggle, and the sooner we understand this the better.

What we can do depends upon the energy behind the effort. We can lay hold upon all necessary power if we will and set it to drive us on our way, but this has to be done in accordance with mental

and physical laws, the understanding of which is highly important.

The human will is capable of doing great things, but, when not backed by feeling of the right sort, its power soon wanes. It is much like the cross bow and arrow as compared with the rifle and bullet. The former can hurl the arrow with great force and efficiency, but it does not compare well with the action of the latter.

The will must be sustained by the right kind of emotions in order to do its best work—a fact not always remembered. Certain emotions are capable of arousing the energies of men to their very height, and, when they operate in connection with a well trained mind and a strong will, prove almost irresistible.

## The Road to Efficiency

*Those who become possessed of such facts as these and who are willing to apply them in their daily life and work will find themselves becoming progressively efficient.*

When there is lack of the driving and uplifting emotions, they should be sought as one would seek ammunition for his pet rifle. I need not tarry here to point out in detail the emotional elements of value, but I may say that the emotion which stands out most conspicuously and represents the greatest efficiency is the love emotion.

*No one ever attained to heights of renown or usefulness in the world without having been moved thereto by love.*

It is not always the love of a man for a woman, because love means attraction, and it may be manifested toward a vocation as well as an individual. But love in some form has to move us to do our level best.

It is easy enough to recognize one who lacks in this particular, for he shows little interest in the helpful things of life, and carries with him a spirit of indifference which prompts him to seek the minimum effort, the easy berth, the soft snap.

"I received a letter," said Henry Ward Beecher, "from a lad asking me to find him an easy berth. To this I replied: 'You

cannot be an editor; do not try the law; do not think of the ministry; let alone all ships, shops and merchandise; abhor politics; don't practice medicine; be not a farmer, nor a soldier, nor a sailor; don't study; don't think. None of these are easy. Oh, my son! You have come into a hard world. I know of only one easy place in it and that is the grave."

#### The Only Way to Develop Power

"That is all very well," some one replies, "but it is not an easy thing to acquire the degree of impulse which you say is necessary to raise one to high levels of efficiency."

I reply that this is quite true; the process requires a vast amount of careful thought and resolute purpose.

I do not expect to start all the indifferent out of their listlessness, nor to fire every young man with a strong desire to accomplish something in the world.

One cannot expect to make a whistle out of a pig's tail, nor to start a fire where there is no tinder.

I am addressing myself mainly to those who *do* care, to those who have ambition which prompts them to rise in the world, and especially those who are earnestly seeking to know how best to attain. To such I want to say that the necessary moods can be cultivated, emotions can be successfully encouraged, and the will can be raised to a degree of great efficiency.

I am often asked by sincere inquirers how one can best acquire a strong will, how one can best awaken within himself the uplifting and driving emotions, and I respond that these things can be done in the same way that one acquires more muscle.

The physical trainer knows very well that, when other things are equal, he can take a young man with weak and undeveloped muscles and make of him a strong man, and he knows that it can be done in only one way, and that is by making him use all the muscle he has day after day and week after week until his work is accomplished. It is in just this way that the young man can develop his mental and spiritual qualities, and the work can be done in no other way.

I am often besought by those who are too indolent to work hard to accomplish a purpose, to give them, by some magical word, that which they so much desire. Weak and listless men and women often get the idea that the proper suggestion given to them in hypnotic sleep is able to transform them almost in the twinkling of an eye into the kind of men and women that they would like to be. But it goes without saying that this cannot be done, and it ought not to be done even if it were possible.

*Nothing of great value is to be had in this world except as the result of strong effort.*

#### The Urge of Necessity

Did you ever stop to think that the bulk of our work is done under the power of necessity?

In general we do as little as we dare. We are perpetually seeking to lighten our labors and to shirk our responsibilities. We would do still less if we thought that we could attain our purpose in life and omit it.

Necessity is our task-master, but it does not always drive us to strenuous effort through fear of poverty. Sometimes one feels impelled to strenuous effort by a force within him quite incomprehensible, but to ignore which would make him most wretched.

The Apostle Paul evidently knew something of this, for he declared that the obligation to preach the gospel lay so heavily upon him that he was forced to cry out, "Woe is me if I preach not the gospel!"

I venture to say that no man of spirit ever struggled and won without being exceedingly glad that he was driven to do so by the necessities of his situation.

Many a young man is today passing through hard experiences that will ultimately bring him success, due to heavy financial burdens laid upon him by the misfortune of parents or an unexpected turn of family events. The necessity seems hard, and yet if he meets it in the right spirit it will be sure to prove a boon of the richest type.

We ought never to complain, no matter what our age or station, when necessity lays upon us its heavy hand.

"Man's greatest actions," says Victor Hugo, "are performed in minor struggles. There are obstinate and unknown braves who defend themselves inch by inch in the shadows against the fatal invasion of want and turpitude. There are noble and mysterious triumphs which no eye sees, no renown rewards, and no flourish of trumpets salutes. Life misfortune, isolation, abandonment and poverty are battle fields which have their heroes—obscure heroes who are at times greater than illustrious heroes. Firm and exceptional natures are thus created. Misery, which is nearly always a stepmother, is at times a mother; denudation brings forth the power of the soul and mind; distress is the nurse of pride, and misfortune is an excellent milk for the magnanimous."

#### Being "Faithful Over a Few Things"

When one is falling short of doing his level best, he is inclined to excuse himself on the plea of having a job not altogether suited to his station in life or character of mind. A little reflection should convince anyone that an excuse of this kind is puerile and insufficient.

*The man who truly merits success in life does with all his might what his hand finds to do, whether it be wholly in accord with his tastes or not.*

In a protracted business experience I have come in contact with many men and women who were under the pressure of necessity and yet were unwilling to accept fairly remunerative compensation because it happened not to be consonant with their ambitions, preferring rather to live for the time being on the credit extended to them by sympathetic friends. Men of sense and sensibility should refuse to act in so unmanly a way, but should be willing to accept, for the time, almost any respectable offer and put into the work their best spirit.

*Those who are faithful over a few things are the only ones entitled to become rulers over many things.*

Those who refuse to be energetic and faithful in the discharge of any obligations assumed by them are wholly unworthy of advancement to better positions. Trials such as those indicated prove the over-

throw of the weak and unwise, while they stimulate the strong to better effort.

"Then welcome each rebuff

That turns earth's smoothness rough,  
Each sting that bids, nor sit, nor stand, but go!  
Be our joys three parts pain!  
Strive, and hold cheap the strain;  
Learn, nor count the pang; dare, never grudge  
the throe."

Washington Irving is quite right when he says: "Little minds are tamed and subdued by misfortunes; but great minds rise above them."

None of our powers can best be developed in any other way than by requiring of it the exercise of its strongest efforts. The muscular system cannot be brought to a high degree of strength without repeatedly and perseveringly contracting the muscles to their very limit. What is more, mere contraction of the muscles in an automatic way, no matter how perseveringly pursued, will not bring the best development unless there is associated with such action the resolute energies of *will*. The mind must co-operate with the physical action to get the best results.

We are all handicapped to a considerable degree in the doing of our best by the varying states of our emotions and feelings. We do not always go to our place of business in the happiest mood, nor with a uniform feeling of health and strength, and yet if we allow our effort to be seriously modified by such conditions we shall be sure to fall far short of doing our level best.

The proper course for us to pursue under all conditions, save those of downright illness, is the strong one. When the feelings are not up to their usual level, the will should be relied upon to carry us by the emergency, and then the feelings of a healthful sort will be sure soon to return.

But of course man does not here reach perfection, and there are times when he will fall short of doing as well as he should do. He himself will be likely to recognize his shortcomings as soon as his mind returns to its normal level; but by such failures he is not to be discouraged.

I am struck with the truth and beauty of this thought as I find it clothed in words by Edwin Markham:

Defeat may serve as well as victory  
To shake the soul and let the glory out.

When the great oak is straining in the wind,  
The boughs drink in new beauty and the trunk  
Sends down a deeper root on the windward side.  
Only the soul that knows the mighty grief  
Can know the mighty rapture. Sorrows come  
To stretch out spaces in the heart for joy.

#### Making Best Use of Material

We are what we make of ourselves and we ought always to aim to do the best we can with the material that we have to work with.

*Talents and capacities vary greatly, but it is just as possible for the man of a single talent to do as commendable work as the man of many talents.*

The aim should be to do the very best we can in whatever station we may find ourselves, holding in mind the thought and expectation of rising to higher levels.

I wonder how many of my readers are doing as well as they might where they find themselves placed in the business world?

Says Henry M. Stanley, whom everyone will recognize as most excellent authority, "Whole-hearted striving and wrestling with difficulty, willing hold with firm grip and resolution, and toiling today, tomorrow and the next, until the task is done—this is the creed of forward, ever forward, and the bigger the work the greater the joy in doing it."

A conscientious man is discontented when doing less than his level best. There is something in the man who is entitled to win which urges him to the exercise of his best endeavors.

Why have men been willing to toil hard during a whole day at their stated labors and then give their evenings, and sometimes a good part of their nights, to study or experimentation? I have known a few such and have always regarded them with admiration. They are men of the right stuff and they are the men who are sure to win.

The laggard and the ambitionless are always in a hurry to end their daily labors, not that they may give a few hours to efforts which will tend to raise them above the common herd, but that they may have what they call "a good time."

In those who are destined to rise in the world to greater or lesser heights there is

always an inner urge which tends to carry them, in spite of themselves at times, in the right direction. Those who are without such impulses make poor work of what they do and are never in demand.

Men often wonder why they do not get on better in the world, when a moment's reflection ought to show them very clearly the reason for their failure.

Many good and capable men find themselves lacking in emotional experiences of an uplifting order up to a certain period in life, and then, as the result of a sudden awakening, they come to see themselves in a true light.

*The world is lacking in men who have really found themselves.*

When one comes to a full realization of what he is and what he may become, he is seized by strong enthusiasm and faith which carry him rapidly and resistlessly toward the goal.

In most men who have not fallen under the deadening influence of drugs or drink there is a latent spirit, which, under right conditions, can be awakened to envy.

A few months ago a young man came to me, saying that he seemed entirely lacking in interest and enthusiasm. At an earlier period in his life he thought he had had the usual amount of these, but that for a year or more he had been entirely lacking. I took him in hand, and, by a system of re-education and suggestion, soon brought him to a point where he was filled with the very emotions which he had before so seriously lacked. I quote this case only to show that, by the use of suitable measures, which the man himself is sometimes able to supply, one can be aroused from his lethargy and sent with energy along lines of strong doing.

Those who rise out of such an experience sometimes find that the depression through which they have passed serves to impel them to more energetic effort and to fill them with the greater enthusiasm when the reaction becomes well established.

Some of the hardest workers and the most successful were in the early years of their life listless and ambitionless. A trying emotional experience or an arousing thought sometimes stirs one so energetically



as to give new point to his course and tremendous impulse to his movement.

"Let no man pray that he know not sorrow,

Let no soul ask to be free from pain,  
For the gall of today is the sweet of tomorrow  
And the moment's loss is the lifetime's gain.

Let no man shrink from the bitter

Of grief, and yearning, and need, and strife;  
For the richest chords in the soul's harmonics  
Are found in the minor strains of life."

*To the heights! my friends; to the heights!*

## Who is to Blame?

From the California Weekly

**I** HAVE drifted on into a dreary middle age, poverty stricken and friendless, and I view with alarm the prospect of a dependent old age. I never was fitted to cope with this workaday world."

So he wrote and then quaffed that which took him out of a world to which he was unfitted, and into one he knew not of. Life has no pathos exceeding this.

Where was the fault?

"I never was fitted to cope with this workaday world." There, in a single sentence, is the whole lamentable story.

But who, at the beginning, is so fitted?

At the beginning we are all of us seven to ten-pound lumps of fat and pliable gristle, with power only to suck and to wail as prenatal suggestion, or discomfort under the swaddling band, may prompt us.

It is our business in life to fit ourselves for life and, inasmuch as this is a workaday world, it is our business, and the business of those who fetch us into this life, the business of the public, to conspire to fit us into just such a world.

Is society, are parents, doing quite all that needs to be done to help to fit the unfit "to cope with this workaday world?"

"I have drifted into a dreary middle age."

In following up this tragedy to unravel it here is another clew, very important.

Why was he without chart and without compass drifting in a world that has religion and the life lines of thousands of men who have navigated life's waters successfully?

What shall we say of one who puts to sea thus unprovided? What right has such an one to expect anything but shipwreck and disaster?

True it is that, with the best appliances for steering that the world knows of, wrecks do occur. They cannot all be avoided.

Some of those who go down to the sea in ships, and some who embark on the bosom of life's river, must and will perish, but to set forth wholly unprepared is to make destruction sure.

Set our courses as best we may, adverse winds and currents, yes, economic pressure, too, like the pressure upon the crust of the earth that causes the strata to slip and the earth to quake, will crowd us aside from the right way. Things happen.

There is good fortune and ill, commonly called luck, that modify all results and sometimes fetch crushing defeat, and yet, making allowance for all variations from the true course we have mapped out, it is still as true as can be that the only way is to map out a course and follow it. We may drift for a holiday, if there be no rapids below, but to drift on into middle life is to make sure of the rapids and to deserve them.

Every wreck has its lesson which a painstaking investigation may put to good account in preventing other wrecks.

The wreck of this victim of suicide enforces these conclusions: The child cannot be trusted to set its course; the youth must be persuaded, aided, lent a hand; the man, having been so prepared to be a man, must make his chart, steer his course, and upon no account must he drift into or through middle age. He may fail, anyhow, but if he drifts he is sure to face the alternative of death, either by his own hand or some other, or a dependent old age.

And it is right and proper that it should be so! To have it otherwise would be to gather figs from thistles.



# The QUESTIONS OF SOCRATIC

BY ARTHUR W. NEWCOMB

**L**ANECY was patiently and thoroughly obfuscating the cheery brightness of our little office with profanity. No light, frivolous curses were his, but heavy, dark imprecations, tinged with the lurid flames of anger. Believe me, it was a sincere and earnest job our blasphemous friend was doing on the short winter afternoon when this all happened.

As cold and haughty and battered as the ruined Parthenon pictured just about three inches above this line, Wiggins sat through the storm. Poor fellow, he couldn't leave, and he couldn't stand it to stay!

Fussberg—he of the artistic temperament—was taking notes. It must have been just for his own literary satisfaction, because I can't think of a publication on earth that would dare to print the language Lanecy was belching—crashingly sublime as it was.

Socratic placidly went on reading proofs, apparently deaf to the greatest bit of work in comprehensive objurgation that had been released from the bitter heart of a thoroughly peeved man since Dowie told the New York newspaper men what he thought of them. Lanecy's voice was good, his lungs sound, his grasp of his subject tenacious and his physical endurance considerable. I could see that Socratic didn't expect him to be unloaded for a long time. So he worked away while Lanecy plodded sulphurously through his profane invective.

## A Line on Lanecy's Trend of Thought

After being thoroughly fumigated, expurgated and sterilized, the burden of Lanecy's picturesque remarks would read something like this:

"May the vultures tear his gizzard from its anatomical moorings, furies flay him! He did me dirt, the slobbering spawn of

a million generations of jellyfish and eels! But I'll get even with the empty sack of garbage if it takes me until hell-fire is used in cold storage plants, scorpions sting his eyeballs! I'll make him feel as if a century or two at the north pole in a swimming suit would be a glad relief, the leperous, atavistic dregs of a degenerate breed! The loathsome graduate of jails and hell-holes! He had the mountain-high audacity to do me dirt! I trusted him and he threw me down, the pet pupil of past masters in crime that he is! But I'll make him smart for it until his gelatine spine shrivels to a crisp. Think of it! He did me dirt—Me!"

I know that sounds pretty raw in these chaste columns, but you wouldn't have got the drift of Lanecy's remarks if I had substituted blanks for the ugly words.

"To do him dirt—a man with a vocabulary like that! It were a work of superelevation," muttered Wiggins to himself, shuddering.

Lanecy heard him not. He was busy with the third variation of his theme, elaborating it with runs and arpeggios, fugues, *da capos*, and other Italian things.

It was while Lanecy was in the turgid crescendo of his climax that Socratic looked up from his proof sheets and regarded the volcanic eruption with innocent interest, a meditative question in his eyes.

Lanecy closed his discourse with a bang that left him stubbornly hissing undying hatred.

## A Thoroughly Bad Lot

"Your late friend—now your bitter enemy—sure is an ill-born cur, isn't he?" sympathized Socratic.

"You've guessed it, Socratic," sibilated Lanecy, biting an inch of rope off the end of a big cigar.

"His ancestors have been either puny or punk for generations, haven't they?"

"Nothing worse in the insect resorts and solitary cells."

"Man ought to be hanged, drawn and quartered for picking out a heredity like that, oughtn't he?"

Lanecy glared at Socratic for a minute, but the philosopher's face was as wistfully inquiring and peaceful as that of a child at his mother's knee.

"Huh!" he grunted, at last.

Socratic seemed content with the reply, for he went on:

"Badly brought up, too, wasn't the scoundrel?"

"Yes," snapped Lanecy, warily.

"His early surroundings and later associations have been mostly vile, haven't they?"

"About the worst possible," growled the now puzzled hater of his fellow man.

"I think a man ought to use some judgment in choosing his birthplace and babyhood environment, don't you?"

"What are you getting at, Socratic?" roared Lanecy. "I don't care an expletive curse about this vermin's ancestry and personal history. He has done me dirt, and I will get even with him if it takes the last gasp of blasphemous breath in my body."

"Sure! An artistic job of removing his hide and hanging it on the fence will undo the damage he did you, prove that he was wrong about it, and make him a better man and a more desirable citizen. Besides, the way to be happy, blithe and gay is to carry around a grouch like yours. Pleasurable excitement like this is good for your appetite, isn't it?"

Lanecy choked, sputtered, opened his mouth once or twice, and finally compromised the matter by a moody silence.

#### Getting the Perspective

"Seriously, Lanecy, does it make you feel any happier to get angry and curse people the way you do?"

"Well, it relieves my mind to swear a little when a man does me such a dirty trick."

"Granted. But why should your mind need relieving? Can so despicable a scoundrel do you any real damage?"

"No, he couldn't hurt me. But I hate him for trying to."

"Think his trying to damage you hurt him any?"

"Yes, he has injured himself far more than he has me, but that is no consolation."

"Does a big, strong man like you need any consolation for a mere attempted injury by such a worm?"

"No, I suppose not. But he ought to learn to play square."

"Of course! And you propose teaching him the gentlemanly game by the use of his own rough tactics?"

"But what can a man do? I can't meekly stoop and let such insects walk all over me, can I?"

"Is the fact that you have to screen your front porch any reason why you should poison your blood with wrath because the daughter of a pair of mosquitoes is not a canary?"

"No, I guess not. It always gives me indigestion to get mad. But I can't forgive this man unless he makes things right with me."

"Forgive him for what?"

"Why, for the dirt he tried to do me."

"But what have you to forgive? He wasn't to blame, was he?"

"To blame? Why, of course, he was to blame. He did the thing deliberately."

#### Who is to Blame?

"With his lineage and his training, you would have done the same thing if you had been in his place, wouldn't you?"

"Why, no, of course not. I have some honor about me."

"Sure you have. Where did you get it?"

"Why, I have always had it. It is my nature, I suppose."

"But would you have that 'nature' if you had been born and brought up as this poor fellow was?"

"I get your point, Socratic. You are a fatalist."

"Not so fast, Lanecy. Know Sparling?"

"The reformed crook? Sure. Madsen has done wonders for him. He told me the other day that he had been promoted again. He had just as bad heredity and

just as vicious environment as this whelp that threw me down, and look what he has made of himself. If he can do it, the other man can. So he is to blame."

"But has his environment been the same? Didn't it change when Madsen took him out of the gutter and took care of him at Philo Ranch? Wasn't there a new element in Sparling's environment when Madsen and his wife began to teach him the better way?"

"Sure! What follows?"

#### Where We All Reap Benefit

"Isn't this town far better off with Sparling a decent citizen than it was when he was a crook?"

"Of course. My property is safer and we all save a little in taxes. Besides, there is just that much less criminal influence in the town. I'm on, Socratic. I can go the rest of the way alone, thank you. People's characters and acts are the result of heredity and environment—for both of which they are not to blame. But their cases are not hopeless. We can change environment for those now on top of the earth, which will change heredity for those who are to come."

"And you are not going to get even with this poor fellow?"

"I don't see how I could, Socratic, without injuring myself, both in the reflex effect on me of the act of revenge and because when I hurt him I hurt the whole fabric of which he and I are parts."

"And since you and he and all the rest of us are but parts of one great whole—"

"Why, life is too short; there is too much fun in being happy, and too much misery in being peeved for me ever to be spiteful again, if I can help it. It's a fool business to carry a grudge. Team-work is what counts, and we all belong to the great team of humanity. You have my gratitude until my dying day, Socratic."

"Do you think I was after your gratitude?"

"No, of course not. You took me in hand because you wanted to change my mental environment for the better. And that feeling I call gratitude ought to get action in changing other folks' environment. Here's hoping."

It is not the tyranny of toil, but the galling harness we wear that makes the dollars grind out hard.—*Hull*.

## SELF-ADMIRATION

By DON E. MOWRY

**Y**OU must admire yourself to the extent that you believe that you can work out a pathway to success. If you look up to another and say: "There is a big fellow, he can succeed," you will always be a little fellow, only capable of working for the man you admire.

# Life Insurance—Conservator and Developer of Business : *by* Stewart Anderson

*An Address Delivered Before the Board of Trade  
of Springfield, Massachusetts, November 3, 1910*

**A**MONG the objects of a Board of Trade are the conservation and development of business, and, therefore, I bring to you today a brief discussion of a conserving and developing agency which business in the United States—big business, little business, business in general—is employing to an extent hitherto unprecedented. This agency is commercial life insurance.

Within the last two or three years the business world seems to have discovered that life insurance can be even more useful to business than it is to the home, for whereas in the home it often merely modifies the injury caused by death, in business it can absolutely prevent that injury.

And the volume of commercial life insurance now being issued is so great, and is so greatly increasing, as to indicate that the time is fast coming when the life insurance policy will be almost as integral a part of corporate and co-partnership structure as are the charter, the bond, the stock certificate and the articles of co-partnership.

## **Business and the Home**

Let me, first, remind you of the close relationship between business and the home, in order that I may better show the full utility of business life insurance.

To maintain life is labor's great first cause.

The ditch digger, the mechanic, the printer, the clerk, the employer, each works first of all for food, clothing and shelter. And as the home-centered life is the usual life, he works usually first of all to provide food, clothing and shelter for a family. Hence business in the person of the employer is primarily occupied in maintaining a home. I am speaking generally, of course.

Therefore, prosperity in business means home prosperity, and adversity in business is liable to cause home adversity. And so, any agency that preserves a business from disaster usually performs the coincident

service of preserving a home from disaster—probably more than one home, because the destruction of a business frequently throws out of work, for long or short periods, many home supporters.

There is no need to call to the minds of this body of experienced business men cases of business and family disaster caused by destruction of a business through the sudden death of an official or a valued employe of a corporation or valued employe or member of a co-partnership. Every sizable community furnishes examples. The surviving employers or partners once again become employes, often at less than a living wage, and are broken-spirited and embittered by the realization that they are stranded on the banks of the on-rushing stream of life and can never reach the golden harbor of their dreams—the work, the hopes, the ambitions of years sunk deep, never to rise again.

And sometimes—oh, how often—we read of a broken brain, a broken body, a wearied or frenzied deed, and a grave that ends all.

And the home?

Removal to a smaller house or to a flat. Maturing sons or daughters—the parents' pride—called home from college and the younger boys taken from high school and put to work—the yoke thrust upon them forevermore, while yet they should be playing and gathering strength for the burden of life. A blighted home! Sweet may be the uses of adversity in training a saint for a life on high, but cruel are the uses of adversity when lives are ruined and our children are deprived of the best of their chance in life. And the pity of it is that by the employment of a simple and easily available precaution these disasters could have been prevented.

But suppose there is no family, no home? Why, then, the disaster is less in extent, because there are fewer participants; yet the sufferings of the central figure are still

almost insufferable and the ruin of his life may still be complete.

This may strike you as being a melancholy picture. But, as all of you well know, it is one of every day life. I have drawn it solely to show that heart strings reach into that swirling, multitudinous aggregate which we call business; and to show the height and depth and breadth of the service that commercial life insurance so successfully renders.

And now, if you please, I will turn to the more practical side of the subject.

I have said that commercial life insurance is an agency for the conservation of business, and for the development of business. By conservation I mean the creation of stability by the prevention of partial loss or total destruction. By development I mean the enlargement of business by the use of capital or credit.

In the conservation of business many other kinds of insurance are employed—fire, casualty, surety, employers' liability, title, plate glass, etc.—but none of these, except casualty (and that only in case of accident), defends a business against loss or destruction caused by the death of a man who is its mainstay.

Curious, is it not?—fire insurance, embezzlement insurance, accident to a workman insurance, title insurance, broken pane of glass insurance—but against staggering loss or the supreme disaster of total ruin following the snuffing out of a man upon whom the whole fabric of the business rests—no insurance. And that snuffing out occurs in innumerable cases as quickly and as suddenly as a plate-glass front is smashed.

#### Business Needs Insurance

Business has greater need of life insurance than of any other kind, because this form is the only one that completely encircles business with impregnable protection against utter destruction through death. This protection is commonly found in insuring the lives of partners or the life of some man who in one capacity or another is vitally necessary, either to the existence of the business itself, or to its present prosperity. Here are some examples:

That officer of a corporation upon whom its banking or other credit rests, whether

because of his executive ability or his worth as an indorser, or both. His sudden death might so impair the company's credit as to destroy the business unless a large amount of cash were quickly brought in. Life insurance would immediately provide the cash, which would carry the company along until its credit confidence was restored. And, of course, if he were an indorser for the company, the insurance money would relieve his estate from responsibility.

Or it may be that the corporation is to put out an issue of bonds. The nature of the business or of its organization is such that the death of one man might overthrow the company, in which event liquidation might fall short of redemption of the bonds in full. But if that man's life is insured, on the endowment plan, for the amount of the bond issue, and for the express purpose of safeguarding buyers of the bonds; then if he died before the bonds matured, the corporation would be in possession of enough ready money to redeem the bonds at once, if that were necessary or desirable; or if it was found that the business could continue, the corporation would put into a sinking fund so much of the insurance money as, improved at interest, would be required to take up the bonds at maturity, and the remainder of the insurance money would go into the business. The endowment policy is an easy means of meeting a matured bond issue and of protecting investors. This is a plan that is in actual operation.

#### Protecting Business

In a manufacturing business is frequently to be found a man who alone has the technical knowledge for combining the elements of a product into the finished article of the necessary unrivaled standard. His death might inconvenience his employers to the extent of severe financial loss, through the lowering of standard and the consequent losing of customers.

Life insurance would indemnify the company or the firm against such loss and enable it uncrippled to seek and secure his successor.

Nowadays the sales manager of a great business is apt to be a high-priced man. It is his duty to find and hold profitable mar-

kets, to devise sales methods, and to maintain in loyal unity and in vigorous selling power the corps of salesmen. His sudden death might very quickly result in a glut of product through loss of markets and disorganization of the sales force. Heavy financial loss would be the almost certain result.

But life insurance would supply all the money that the company or firm might lose, and by forestalling the loss make possible the careful selection of a suitable successor.

Or frequently the chief officer of the company is a man whose wide experience, great executive ability and skill in handling men and situations have made him the very cornerstone of the business. Severe loss or total ruin, caused by the cessation of credit and the calling of loans, would be the not unnatural result of his unlooked for death. Life insurance would throw across this unfordable stream a bridge that leads to safety.

These are a few examples of life insurance used as a conserving agency—each of you can think of others—co-partnerships, as well as corporations have their valued employees.

#### Partnership Insurance

A few words now about partnership insurance.

Death frequently winds up a co-partnership business because either the dead partner was the real head of the firm and its credit rested upon him, or because his estate demands a cash settlement, which cannot be made and the business continue.

Life insurance is a sovereign reliance in such an emergency, for it instantly pours its money into the business. There will be no embarrassing intrusion by an inexperienced executor, no litigation, no pressure by creditors.

The deceased partner's estate is promptly settled with, and there is money in hand for the payment of notes and accounts as they fall due. "Money talks" and the business survives. Without life insurance how complete might be the ruin.

Partnership insurance is an invaluable agency for the conservation of business.

Commercial life insurance conserves business in another way. Its office is not performed at death alone, for in a period of

financial stress, whether it be confined to the business of the insured or whether it be general, the life insurance policy that has been in force long enough to have a loan value is usable to tide over and save from ruin.

In the last panic millions of dollars were loaned by life companies to men and business whose banks were calling and not making loans, or to men who, fearing that their credit might be harmed, did not wish their banks to know that they needed money. But for the possession of policies which could be pledged as collateral, thousands of these men and businesses would during that time have gone to the wall. Individual life insurance and commercial life insurance saved them. Here again is the conservation of business.

#### As a Business Maker

Life insurance is also an agency for the development of business. It furnishes capital, it creates credit—the other self of capital.

Through the loan value of a policy money may be had for the enlargement of business. This enlargement may be aimed at through a new or a larger building, more machinery, a new line of goods, entrance into new territory, and in other ways.

Perhaps the company's credit has been strained to the limit and more money must be had. Then comes in the life insurance policy, and with its loan upon the policy's cash value provides the needed funds.

Or perhaps the concern is a partnership made up of young, enterprising promiseful men. The value of the plant and their present volume of business do not warrant credit or more credit. But that value and volume plus the possibilities of the business when managed by men of such quality, would warrant it, but for the sole contingency that death might prevent the success of their plans. That obstacle is being every day overcome by means of term life insurance, which, although it has no loan value and therefore no property value as collateral, nevertheless makes sure that the desired accommodation would be repaid if death did intervene. In other words, the banker or manufacturer or jobber will trust the would-be debtors to overcome



everything but death. Only insure him against loss through that contingency, and they may have the money or the goods. And this is happening every day—ask your banker.

So, as a provider of money and a maker and extender of credit, life insurance is an agency for the development of business, and so useful an agency that it has become a widely recognized necessity.

#### **Insurance not Expense**

Some make the mistake of classing life insurance premiums as pure expense. They fail to take into account the cash surrender value of the policy.

All life and endowment policies have a cash value, which increases from year to year. Therefore, the amount paid in premiums is not the cost of the insurance and should not be accounted an expense.

Suppose that at the end of the fifth or of any other year a policy were surrendered for its cash value. To find what the insurance has cost; that is, what its expense has been, deduct the amount of cash value from the total amount paid in premiums; the result will be the net cost, chargeable to expense.

Or suppose that when the policy was taken out a life insurance account was opened on the ledger. Each premium would be charged to the account, and year by year the increase in cash value would be credited to it.

Strike a balance at the end of any policy year, and the cost of the insurance may be obtained.

A premium, on a life or endowment policy, is only in part an expense, for it builds up a cash asset which is as real and tangible as cash in bank or as stock on hand. So that a corporation or co-partnership when insuring a life or lives for its own benefit, adds to its annual computable assets. And indeed, it is not uncommon for a life or an endowment policy to pay to the beneficiary considerably more than the total of the stipulated premiums paid to the life company. Whereupon life insurance should rightly be regarded as an asset rather than an expense.

#### **Policies Employed**

For commercial uses both the individual policy, that is, the policy covering a single

life, and the joint policy, which covers two or more lives, are employed. If the purpose is to insure the life of a valued official or employe, an individual policy is issued. This is made payable to the corporation or firm, and to it is granted the right of surrendering the policy for its cash value and of terminating the insurance—which it would probably wish to do if the official or employe should at any time leave the service.

For insuring members of a co-partnership, both the single life and the joint life policy are used.

If single life policies are taken, each partner's life is separately insured and the policy of each is made payable either direct to the individual survivor or as co-partnership assets to the firm itself. And whether the insurance is effected by single life policies or by a joint life policy, its cash value, for which it may at any time be surrendered, is in most instances, and can be made such in all cases, a co-partnership asset, subject to the control of the co-partnership and not to that of the individual.

Both the single and the joint life policies are in demand, and circumstances, widely variant and peculiar to each case, determine the form to be selected.

Having shown how commercial life insurance conserves and develops business, and having touched upon its two-policy instruments, it may not be amiss to name a few businesses—big, little and of diverse sorts—that are employing it for their protection.

Chicago Crayon Company, \$25,000; Commodore Robert E. Peary, taken by his publishers to protect contract, \$50,000; Swenson Land Chair Company, Chicago, \$50,000; Broadbent Mantle Company, Maryland, \$60,000; Carthage Sulphite Company, New York, \$80,000; Balch Publishing Company, Chicago, \$100,000; Tennessee Real Estate and Investment Company, Tennessee, \$100,000; Muncie Wheel Shop Company, Indiana, \$100,000; Footers Dye Works, Maryland, \$200,000; Raymondsville Paper Company, New York, \$250,000; Derby Chair Manufacturing Company, Gardner, Mass., \$250,000; Currier Publishing Company, Chicago, \$250,000; Seward Trunk and Bag Company, Peters-

burg, Va., \$300,000; Ferro-Concrete Construction Company, Ohio, \$300,000; Leicester and Continental Mills Company, Pennsylvania, \$500,000; Solvay Process Company, New York, \$500,000; Pillsbury Flour Mills Company, Minneapolis, \$500,000; Cargill Elevator Company, Minneapolis, \$500,000; Commonwealth-Edison Electric Company, Illinois, \$700,000; F. H. Peavey Company, Minneapolis, \$1,000,000; People's Portland Cement Company, Chicago, \$1,000,000; Pittsburg-Buffalo Company, Pittsburg, \$1,250,000; H. N. Byllesby, managing engineer of electric companies, \$1,250,000; George E. Nicholson, in favor of four cement companies, of which he is president, \$1,500,000; "Boston Store," Chicago, \$1,500,000.

#### Insurance of Big Men

Most of this insurance is upon the lives of such great men as presidents, vice-presidents, secretaries and general managers, together with co-partners. But you doubtless noticed that \$1,250,000 was upon the life of a managing engineer. And there is \$50,000 upon the life of even a purchasing agent.

These names, together with many others that did not indicate the nature of the business, were published in a recent issue of an insurance journal—the list could be expanded, of course, so as to take hours for its reading.

Business is not made up altogether of corporations and co-partnerships.

The individual business man is a numerous portion of the aggregate, and he, too, is making extensive use of commercial life insurance. Once he would take out a policy, made payable to his widow or children or parents, without much regard to the condition of his business. Now he carries a home policy or policies, and in addition, he has policies payable to his estate, and these are designed to put his business into instant condition for a successor's management. If he enlarges his business, to cover the temporary risk, he takes a term policy. If he mortgages his business property, he covers it with a term policy. And commonly he carries an endowment policy made payable to himself, thus setting up a fund for his own use when the policy matures, and in the meanwhile providing a

ready resource for times of stringency and opportunity—a resource that may save the home policy's protection from being reduced through resort to its loan value. Also, he, like the corporation and the co-partnership, insures for his own benefit the life of a valued employee.

#### Gain of Insurance

As a last word, gentlemen, may I point out to you that there was a time, within the memory of the elderly among you, when life insurance was without position and had small repute, and when the suggestion of a Board of Trade meeting to listen to a discussion of it would have been killed with derision.

That day has passed.

For in all the host of homes to which the help of life insurance has come in the wake of death are grateful praisers of its unparalleled usefulness.

If the widow has no pension and can find no estate and the amount in the savings bank is pitifully small, and there are "silver threads among the gold," and she has no strong son to support her or no loving daughter to take her home—or if she is young, and there is no pension and no estate, and only a few dollars—or none—are in the savings bank, and the children are 2 and 3 and 5 years old—there's where life insurance comes in; there's where nothing but life insurance can be relied upon to come in; there's where if life insurance does not come in the woes of life do come in—treading upon each other's heels.

And now, having amply demonstrated its fitness to guard the home, life insurance is with marvelous celerity moving into the wide realm of business and occupying its posts of danger. It has no rival in supreme service, for there is no similar economic instrument.

At the close of 1909 there was in force in the United States more than \$11,000,000,000 of old line life insurance backed by about \$3,750,000 of assets.

Regard these vast sums as destined preventors of misery, as sponsors of hope and ambition, as guarantors of happiness, in the lives of a myriad of men, women and children—then the figures cease to be merely stupendous, they become also sublime.

# The Opportunities for American Trade in Argentina : *by* Francisco C. Enright

*From an Article in Chicago Commerce by the  
Argentine Vice-Consul, at Chicago, Illinois*

THE attention of the manufacturers of the United States has been directed in many ways to the possibilities of trade awaiting them in the great continent to the south, but there still exists great misinformation as to what these countries really are, and what opportunities lie there for American manufacturers.

Chief amongst the countries of South America is the Argentine Republic, the most progressive and up-to-date of our southern neighbors, and which offers a ready market for almost every article manufactured and used in the United States.

## What the People Are

The Argentine Republic has a distinction, which it shares with Uruguay and Chile, of having an almost exclusively white population, there never having been any considerable number of slaves imported in colonial times, and the Indian tribes have gradually become almost extinct. Out of 7,000,000 inhabitants in Argentina today there are barely 15,000 negroes, Indians or half-castes, and of these 85 per cent are Indians on reservations.

The temperate climate which prevails over the greater part of the country has also tended to develop a more virile race, of a more energetic and progressive temperament than that usually characteristic of the Latin race. Another factor that has made for the development of the national character has been the flood of immigration that has been entering the country for the last fifty years.

## The Immigrant Element

The old Argentine families are, of course, of Spanish origin, and have conserved the purity of the race to a wonderful degree; in fact, it can be well said that in the Argentine Republic can one best see what the descendants of the old Conquistadores could become in favorable environment. There are no more courteous,

upright and cultured gentlemen than the members of the old Argentine families.

The principal immigration has been from Italy, chiefly from the north, the provinces of Piedmont and Lombardy having provided the largest number. There are no more thrifty, honest and hardworking people than these, and the republic owes them a debt of gratitude which it fully recognizes, as they have been the builders of our great agricultural wealth, the greater part of the grain crop being grown by them; they have also provided all the labor on our railways and docks, and have been the pioneers of civilization in the waste places of the country.

Next in numerical importance come the Spaniards, and there are also large numbers of British, French, Germans, Russians and Swiss; almost every nationality on earth has representatives in the Argentine Republic, thus making a most cosmopolitan population, which may be seen by the fact that Buenos Aires has the most polyglot press in the world, as, in addition to 412 publications in Spanish, there are twenty-two in Italian, eight in French, eight in English, eight in German and one each in Arabic, Danish, Norwegian, Swedish, Basque, Russian, Dutch, etc.

## The Business Man

From all this it will be readily understood that the merchant who wishes to do business with Argentina must prepare to deal with practically the same kind of business man as he meets in the United States, except that he will have the Latin point of view instead of the Anglo-Saxon. The Argentinian is just as close a buyer and as well informed as to prices and value, with the added enormous advantage of having been accustomed to deal in the markets of the world. As a rule he is far better informed as to prices, places of production and methods of manufacture than the average merchant in the United States who

has never had any necessity to go outside of his own country for any of the goods he sells.

#### Any Old Thing Will Not Go

The corollary to this is, that the manufacturer who is desirous of obtaining this trade must take steps to do so with as much care and thoroughness as he has displayed in building up his business at home. He must be prepared to give his customers every care and attention, to cater to their wishes in the preparation, packing and shipping of the goods they desire, remembering that he is dealing with a different people, with different ideas, and that if he is going to get their custom away from the European manufacturer he must be prepared to do as they do, and do everything possible to please his customers and meet their views.

#### Know the People and Language

It is useless to send a man to any country who cannot speak the language of the people he has to deal with, who is absolutely unacquainted with their habits, customs or point of view, and who may sometimes unintentionally and sometimes from the mistaken idea that he is of a superior race, and that the people he is dealing with are "only dagoes," ride roughshod over their tenderest susceptibilities and then wonder why he cannot get the orders.

The European merchant, especially the German, never sends a man out unless he at least speaks the language, and if possible gets a man who has lived in the country he wishes to open. Therefore, when he gets down there he soon makes friends, falls into their ways and habits and, nine times out of ten, makes a success.

#### Why Argentina is Worth While

Is this trouble worth while? may possibly be asked. A glance at some statistics of the Argentine Republic will be the most convincing reply to this question. I believe they will prove to anyone that it is well worth while, and also that now is the time for the American manufacturer to bestir himself, if he wants his fair share of this trade. Every day Europe is strengthening her hold on these markets. It will be far

more difficult to break in ten years from now than today.

#### The Run of Trade

The following statement shows the foreign trade of the Argentine Republic with the leading countries during the first quarter of 1910:

Country.	Imports.	Exports.
United Kingdom.....	\$26,299,178	\$18,380,708
Germany .....	16,089,554	14,065,828
United States.....	11,773,060	8,228,272
France .....	8,474,105	15,193,338
Italy .....	7,339,114	2,514,946
Belgium .....	4,657,772	9,828,667
Spain .....	2,597,691	599,116
Brazil .....	2,297,149	4,494,177
Austria Hungary.....	849,763	614,461
Switzerland .....	794,256	.....
Holland .....	600,092	907,097
All other countries....	3,908,231	4,681,817
For orders.....	.....	31,623,379

Total .....\$85,679,965 \$111,131,806

The percentage of imports of the three leading countries are: United Kingdom, 30.75 per cent; Germany, 18.8 per cent; United States, 13.7 per cent.

The total foreign trade for the year 1909 was \$700,106,623, as compared with \$638,978,077 in 1908, an increase of \$61,128,546.

The value of the export was \$397,350,528, as compared with \$366,005,348 in 1908, and of imports \$302,756,095, as compared with \$272,972,736 for the preceding year. These figures show a trade balance of \$94,594,433, as compared with \$93,032,605 in 1908, an increase of more than a million and a half over the preceding year.

#### Britain's Big Lead

The imports from the six leading countries for 1909 were as follows:

United Kingdom.....	\$99,198,269
Germany .....	44,555,770
United States.....	43,068,829
France .....	30,801,132
Italy .....	26,868,106
Belgium .....	13,570,074

It will be seen from these figures that the United Kingdom has a commanding lead over all its rivals, shipping to the republic goods of a value much greater than those from both the two countries,

Germany and the United States, next on the list.

#### What Argentina Buys

The imports under nineteen major classifications are as follows:

Live animals.....	\$ 1,545,853
Food products.....	23,014,691
Tobacco .....	6,201,028
Wines, liquors and other beverages..	13,410,486
Textiles and manufactures therefrom	59,923,699
Oils .....	11,852,943
Chemical and pharmaceutical products .....	10,203,393
Paints, dyes, etc.....	1,997,105
Timber, woods and manufactures therefrom .....	7,639,715
Paper and manufactures therefrom..	6,638,359
Hides, skins and manufactures therefrom .....	2,581,165
Iron, steel and manufactures therefrom .....	36,575,232
Other metals and manufactures therefrom .....	10,210,824
Agricultural implements and machinery .....	16,651,610
Railway cars, equipment, rails, etc.; wagons, automobiles, bicycles, etc.	31,711,285
Coal, coke, earthenware and glass products, graphite, asphalt, etc....	21,758,269
Building materials .....	28,365,889
Electrical apparatus.....	4,216,914
Miscellaneous .....	8,257,635
<b>Total .....</b>	<b>\$302,756,095</b>

Among the principal food imports were cheese, sugar, rice, coffee, tea and codfish.

#### Textiles, Oils, Iron, Steel, etc.

Of textiles the imports were as follows: Silks, \$5,229,130; woollens and worsteds, \$11,198,397; cotton, \$33,761,176; other fibers, \$9,734,996.

About one-half of the wool textile imports was in the form of cloth.

Unmanufactured cotton to the amount of \$588,615 was imported. Other cotton imports were quilts, covers, etc., \$634,357; laces, \$175,481; sewing thread, \$240,422; canvas and duck, \$185,497; stockings, \$1,455,103; handkerchiefs, \$630,651. Nearly two-thirds of the total cotton importation was in the form of cotton cloth to the value of \$20,521,604.

Cotton seed oil to the value of \$489,445 was imported; lubricating oils, \$1,885,445; olive oil, \$3,113,426; kerosene, \$2,162,616, and gasoline, \$2,722,312.

The principal iron and steel imports were: Wire, \$4,154,862; nails, \$2,825,-

473; bar and sheet iron, \$4,056,804; galvanized iron (not including wire), \$7,675,363; bolts and nuts, \$1,534,851; cooking and household utensils, \$989,724; bath tubs, \$432,005; windmills, \$581,472; wire cloth, \$345,833.

#### Agricultural Implements

Of the agricultural implements and requisites the principal imports were: Plows, \$1,366,885; sacking for bags, \$6,301,149; binding twine, \$1,260,989; reapers, \$1,110,552.

Steel rails, \$8,780,016; railway cars, \$4,960,362, and automobiles, \$793,656.

Coal, \$15,313,398, and coke, \$373,410. About 14 per cent of all the coal was re-exported, or rather, sold to foreign vessels touching at Buenos Aires.

Under building material appear iron tubing, \$2,342,582, and pine and spruce lumber, \$16,660,298.

The financial institutions of the Argentine Republic are controlled principally from Europe, but the Bank of the Argentine Nation, the government depository, is the largest, and with its many branches all over the country exercises considerable influence.

#### Banking Resources

On November 30, 1909, the condition of the banks of the republic is reported as follows:

Deposits .....	\$276,195,596
Loans and discounts.....	251,118,584
Cash on hand.....	136,617,752

These sums are in Argentine gold (\$1.00 United States gold equals \$1.036 Argentine gold).

The public debt of December 31, 1909, was: External debt, \$310,000,000, and internal debt, \$111,221,468. The public revenues for 1909 were nearly \$131,000,000, so that the public debt is only 3½ times the revenue.

#### Public Debt

A considerable part of the debt is represented by paying improvements, such as the state railways, Buenos Aires port works and Buenos Aires water works, and also includes the \$50,000,000 loan of 1909, of which \$32,600,000 has been set apart for construction and equipment of railroads

and other public improvements, the remainder going to increase the capital of the Bank of the Argentine Nation. This loan was issued at 5 per cent and is quoted at Buenos Aires at 102½.

In 1909 the paper circulation was \$685,150,000 and the gold reserve \$201,000,000, which represent 66½ per cent of the guaranteed circulation.

#### Agriculture

Agriculture continues to be the ranking industry of the republic. Of a total of 19,000,000 hectares (2.47 acres) under cultivation in 1909, 5,836,550 were sown in wheat, 3,005,000 in maize, 1,445,600 in linseed, and 572,600 in oats.

The exports of wheat, corn, linseed and oats in 1909 were 2,576,009, 2,336,334, 918,413 and 435,540 tons, respectively.

There are 3,409 wine factories employing 45,776 employees, which produced in 1909 380,800,000 quarts of wine.

Thirty-seven sugar factories produced sugar valued at \$10,617,406.

#### Manufacturing

The total number of factories in the republic in 1909 was 31,996, with an annual output valued at \$281,252,795. The raw material employed in these factories during the year was estimated at \$163,670,749.

If every day we can feel, if only for a moment, the elation of being alive, the realization of being our best selves, of filling our destined scope and trend, you may be sure that we are succeeding.—*Bliss Carman*.

## Using Opportunity

By C. FIRST JOHNSON

**L**ACK of success is not caused by a dearth of opportunities. Men grow their opportunities, but they fail to harvest the crop. Every day has its own particular kind of fruit of opportunity, which must be gathered on that day, if ever.

Opportunity beckons ability. She stands with open arms. She offers prizes for effort and development. Train yourself—don't envy success. It comes with constructive work. Opportunity says to the worker:

"They do me wrong who say I come no more,  
When once I knock and fail to find you in;  
For every day I stand outside your door,  
And bid you wake and rise to fight and win.  
Wail not for precious chances passed away,  
Weep not for golden ages on the wane;  
Each night I burn the records of the day.  
At sunrise every soul is born again."

The world has always been full of opportunity. It exists everywhere for those who, with hands, eyes, brains and ears are seeking to render service that serves.

Whatever has been done in the world's history can be done again through the operation of the same laws and forces. We can be men and women of power or we can be men and women of impotence. The moment one grasps the fact that he can

rise, he will rise, and he can have no limitations except those he sets for himself in the efficiency of his work.

The world is crying out for workers who can carry things of all kinds to where they are needed. It wants workmen who can create desire for its wares where there was no desire before. It offers rewards to those willing to increase their efficiency and then sell their services at a profit to themselves and to the institution that employs them.

All big corporations, as well as individual employers, are alive to the value of a worker who strives to earn more and is not afraid of doing more work than he is paid for, and who is not so much worried about wearing out his brains as he is about using them too little. In short, dear reader, "The world rears its loftiest shafts to the men who deliver the goods; with plow, lever, brush, hammer, press or pen, they deliver the goods; and while we their eloquent epitaphs scan, that say in the world's work, they stood in the van, we know that the meaning is, 'Here lies a man who delivered the goods.'"

Motto: Constructively using opportunity, I win.



*Extracts from the Actual Correspondence between the Sales Manager of the George F. Eberhard Company, San Francisco, and a Live Organization of Business Builders*

### The Value of a Sign

**T**HE co-operation of the sales and advertising department in most modern organizations is becoming better appreciated and the value of one department's help to the other better understood than ever before.

A decalcomania, counter display or window display that advertises a given article, is becoming better understood by the salesman as a real selling help.

A sign, fixture, display or decalcomania that is not put in a position where a possible user of the article advertised can see it, is wasted. There can be no dispute about it.

The number of signs that are wasted, however, is heart-breaking to the man who has to check them up.

The sales force and the advertising department must realize the added value in actual sales that this supplementary advertising will develop if placed so that it can be seen and the full use got out of it.

They must spend all the time, attention and money necessary to see that none are wasted.

Do not use cheap signs or displays, as they are of no value. Everything that goes in or about the dealer's store must be of good finish and high quality for its purpose, and such signs and displays in and about the dealer's store are good friends of the customer, the manufacturer and the salesman.

It is easily demonstrated that the small signs, display or fixture in or about the dealer's store connect him directly, and

under the most favorable circumstances, because, with the campaign of the manufacturer, the dealer has the article ready for sale.

Small signs, displays and fixtures properly placed connect the manufacturer's campaign, whether national or local, directly with the stock in the hands of the retailer and remind the prospective consumer when he is in a location convenient to easy and immediate purchase of the article.

Small signs, displays or fixtures, properly placed about the retailer's store, are of assistance to the consumer, as they remind him of the article that he has need to purchase, suggested, probably, as a result of advertising observed in a magazine, on the bill-board or in the street cars.

While I realize that our organization is unusually well drilled in this field of advertising work, I believe that a general reminder of the fundamentals involved is of value to each of us.

In the majority of manufacturers, wholesalers and other distributors' campaigns, the waste of small advertising is enormous.

Co-operate with the advertising department at all times. It means sales and dollars for you.

### Posies and Ginger

**I** WANT to congratulate you and every other man, boy and girl in the organization for the big returns in business last month.

To date it's by far the biggest month in our growing history.



And the coming months present an opportunity for more records and earnings for you and me.

Candidly, I feel like the captain of old at the head of his troop of horses in a charge—I wish I could personally be right with you riding hard and cheering at your side.

When our service, our goods, our ideal is rewarded, it's easy to do more, to be more successful. Our cause is right. If we hold to the work we continue to win.

Let us build the business on every line to the utmost from now on. It means friends among the trade and satisfaction for ourselves.

### How to Write Letters to the House

**G**LAD to get your personal. I don't want any of the salesmen to feel that it is necessary to answer every letter that I send out. I do, however, appreciate an occasional letter acknowledging several of the letters received and indicating that they have been read and understood.

This, of course, does not apply to letters specifically calling for an answer. Whenever an answer is requested, see that we get it immediately and see that the reply is one worded so that we can understand it.

A good many of the letters we receive at this office from customers, salesmen, men in the advertising department and others, show a lack of appreciation of this very important feature in letter writing. They seem to assume that because they know all the circumstances, we do, and so only refer to them instead of telling us about them.

Write clearly and fully, taking nothing for granted. State your case—all of it—then close. Only in that way can we get what you want us to know. Consequently, we make the best guess we can—often-times not the right one.

### A Little Speeding Up Talk

**I** SHOULD think you would be anxious to climb up without our saying anything to you. There is no reason why you should not enter into the spirit of trying to put your average higher with the most cordial interest.

It looks to me to be a very simple matter for you to stir up \$10.00 worth of additional business every week. Go right at it and do it. You can never succeed at anything unless you try for it, adding the spirit of extra endeavor with the belief that you are going to succeed is bound to make for success.

If you start out thinking that you can not do any better than you are doing, I will bet everything that I have that you will not improve your sales.

If you will decide to take your work seriously and put more enthusiasm in it, you can never reach the limit of the interest and the enthusiasm that you can put into your work.

I know that from my own experience. Four or five years ago if anyone said that I could put any more thought, effort or interest in my business than I was at that time doing, I should have ridiculed his judgment. Today I find that I am putting in twice as much thought, effort and interest, and I look forward to the time when my efficiency will have increased to a point where I can double it again.

You know that you can put forth extra effort. When you have put forth that extra effort, by the very doing of that task, you will be the better able to put forth still further effort in a way that will produce results. Your sales will climb without in any way hurting you mentally or physically.

What I mean by extra effort in this case is throwing more vigor, heart, interest and enthusiasm into the work you do each working hour.

Get more out of every minute.

Put more energy, thought and enthusiasm into each demonstration or sales talk.

The best friends you have are your line of samples of the goods you are selling. They are what enable you to bring in the necessary dollars that keep you traveling.

You have one of the best paid positions as a demonstrator on the Pacific coast at this time. You are working for fine people and are selling a line of merchandise that is at the top of its class. If you can not build up your business from year to year and do all the other work you have been doing, I am disappointed in you and I don't think you are doing yourself justice.

In regard to Mr. ———'s warning that your position is in danger if your reports are not better, I told him some time ago that it would be up to him, so he has a perfect right to say that. What is more, you should have speeded up before he said it.

It is never too late, however, to get the right thought and accomplish things.

I believe my letter will, if you read it rightly, put your mind and effort in a channel where it will be productive of good returns for you and for the factory.

Go right after it and show what you can do, and don't be satisfied with any sales record you make.

Keep climbing.

### Good News of the Service Idea

**R**EGARDING my trip with the members of the Merchants' Association through the San Joaquin valley, I want to say that the placing of advertising and display matter in the manner we do on our different lines is worth to you as salesmen all kinds of business as you build up your territory. To find the signs as I did on my trip, on the windows in the stores, outside of the stores, on the counters, on the other fellow's show cases, everywhere, in fact, telling about the goods we are campaigning for was an inspiration.

Every man that I talked to, and I presume that I had more than one conversation with over eighty out of the one hundred gentlemen on board the train, mentioned the fact that we certainly had a representation that sold the goods in and about the stores visited.

It is this continuous advertising, this continuous interest and effort that makes work easy, makes life pleasant and gets the full return in the way of business.

It is the old proposition that you get back from a business just what you put into it. If you put the best you have, feel right toward it; the other fellow is going to look upon it favorably, basing his value upon the value you put upon it. If you value it highly, full of enthusiasm, you convey that thought to the other fellow. He will then have the best kind of an impression of the

goods you are selling, the way we do business and the way you yourself work.

I felt mighty proud on a number of occasions when retailers singled me out from parties of wholesalers, and stated frankly that they wanted to meet me or wanted to renew an old acquaintance because they liked the way we did business, and that the plan behind the way of doing business is one the retailer should encourage.

### Suggestions from the Field

**R**ECENTLY I had occasion to make inquiry as to what the boys thought of my correspondence, whether there was too much of it or not enough. Out of the replies I am quoting from one that seemed to voice, not only a favorable opinion, but a sane view and a full appreciation of what I am trying to do:

"Your several letters of recent date at hand. I have carefully noted all the contents. In regard to your writing too much to the boys, I will admit that a number of hotel clerks say I get more mail from my house than any salesman upon the road, but I really like to hear your ideas upon different matters. It helps build up the mind and an occasional letter sticks a pin in one's side, making him get up at 7 o'clock instead of 9 a. m. Keep up the good work. If anyone upon the Board of Directors is kicking at the extra stenographer's expense caused by these letters, I will contribute my share toward the good work. What is bad goes to the waste basket, and the good will be bound in morocco."

Following this, I am just in receipt of a letter from friend ——— that suggests an idea that I will try to put into force next year, and that is, getting out into the small towns with each one of you men. I don't want to decide on this idea of spending a few days in each man's territory in the small towns without hearing from each one of you about it. Read what ——— says and then give me your opinion:

"Just a line on the subject of your calls on the trade. You are likely to underestimate the results, and not take credit for the full amount of good it has done.

"If it is possible so to arrange, that you can make a tour of all the principal points

in your territory, meeting and working with each man for at least a few days, the results will be such as to surprise everyone connected with the organization, and the results will not be temporary, but such that you can see the dollars where you now see the dimes.

"No, I am not dreaming."

Things cannot always go your way. Learn to accept in silence the minor aggravations, cultivate the gift of taciturnity, and consume your own smoke with an extra

draft of hard work, so that those about you may not be annoyed with the dust and soot of your complaints. More than any other the practitioner of medicine may illustrate the second great lesson, that we are here not to get all we can out of life for ourselves, but to try to make the lives of others happy. A habit of courage and cheerfulness will not only carry you over the rough places of life, but will enable you to bring comfort and help to the weak-hearted, and will console you in the sad hours when, like Uncle Toby, you have "to whistle that you may not weep."—*Dr. Osler.*

## The Silent Eloquence of Personality

From a Brother to His Sister

*My Dear Sis:—*

A LETTER from you to Mrs. ———, which was forwarded to me by ———, has just been read with much pleasure. It certainly does not come to me as a surprise that you found in L—— some folks who raised your ideals, nor am I surprised to learn that you demand more of your acquaintances than ever before. If I did not know that in you was latent the desire for the very best, your letter would not be so easily understood. Also, if I did not know some of the people you met on your vacation, and know their sweetness and wealth of those things that are most worth while, I might be a bit astonished. Knowing you and knowing them, your letter contains no surprise, but it does yield much pleasure.

One mistake I used to make more frequently than I do now is, when I met folks who were better than those with whom I had been associating, to fail to see, or at least, fail to remember, the good in the old. I think you will discover, in the light of the new knowledge that is yours, that in the old friends there is much good that you did not see with the eyes you had last year. You will also find, I am sure, that many folks with low ideals have low ideals because better ideals have not been shown them. Perhaps it may be part of your mission in life to help your old friends see something finer in life than they have been accustomed to see.

About the finest kind of a sermon that can be preached by man or woman, old or young, large or small, is the living of a noble life—really practicing what you may be tempted to preach. Somehow or other, no matter what words one may use, one's personality preaches the most powerful sermon. Your acquaintances will treat you for what you *are* rather than for what you *say*. The strong man does not have to tell folks that he is the head of his institution. If they do not know him as the head without his words, they will never know him as such, though he spend all his time proclaiming his headship.

The lessons you have learned from Mrs. ——— and ———, and those others who have helped you, were lessons those persons taught by what they are and not by what they said. You felt rather than heard. Their souls spoke rather than their lips. Had they remained silent they would still have been the most eloquent to you because you were fit to hear them. Even the sun can only open those buds that are ready to open. Oftentimes the sunshiny folks grow impatient and lose faith in their power because so many buds remain green. They sometimes do not see the beauty of the buds that do open—the buds whose fragrance and beauty help make the world a more livable place for neighbors.

And with you it may be the same. There may be many of your friends who will not respond. Remember the sun. It does not

open buds with one hot blast. It patiently pours its golden wealth upon the world day after day and week after week and month after month. And, Sis, even though there may be cloudy days, even though it rains to the accompaniment of thunder and jagged flashes of lightning, *harvest time always comes*. The crops may be poor one year, but there are other years coming. Be patient as the sun is patient. To the Great Sun every day is a harvest day. And even you, as a Little Sun in your Little Garden, will find every day a harvest day if you are watchful of *all* the plants.

If you will permit me to preach a wee bit more to you, since I seem to be in a preaching mood this glorious evening, I should like to remind you that you are a Little Sun and that your sunshine must come from the Great Sun. Emerson called this Great Sun the Over-Soul. It matters little what men call it. Call it God if you

will. For your inspiration go direct when you can. Depend on no middleman. But recognize this truth: that among the Little Suns which we call men there are some that radiate more of the Divine than others. You will find always, as you have found on your vacation, that the inspiration which comes from associating with these people will make you a wee bit brighter in your shining.

Desire the best and the best will come to you. At the bottom of all getting is desire. As it is true that "that which I feared is come upon me," so is it true that that which we desire will come to us. Read the best books, associate with the best people. These will raise your desires. Even the poor plant, suddenly buried under some huge mass of earth, will find its way to the sunlight. Surely you, being free to grow in your own way, will, like a flower, let your being be flooded with the light.

## Our Neglected Trade

By O. J. VOGL

**A**S a nation our business is to sell goods. We are known to the world as tradesmen.

Europe's great men have been diplomats, artists and musicians. Our great men have been business men.

Naturally we grew rich rapidly, and like all newly made wealth, we have been plutocratic, proud and prejudiced.

"Our way is the only way," we say, and build a Chinese wall around our factories.

"We have all we can do to supply the home market; why bother with those blooming foreigners?"

Suddenly we stop, retract, consider and wonder if we have not made a mistake.

We do need foreign trade expansion. Export business is the life of a trading nation.

Without export, Great Britain would be bankrupt. So at last we awake, like the man who doesn't want an auto until all of his friends and neighbors buy them, and then he wants one, too.

Long neglected foreign trade has become suddenly a worth-while proposition to our industries.

As in all things, we want to do too much on the jump.

Great Britain, Germany and France have been laying plans for years, while we have just tumbled.

Our careless attempt to enter export did not bring us desired results. Things done in haste have to be done over again.

We must prepare with care. Study conditions, not propositions. Develop men fit for the places of commercial ambassadors as we have developed captains of industries. Only then can we claim a position among the world's traders, the nation builders; only then will the fine metal of our salesmanship be able to stand the test of international competition.

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### Business

No man ever manages a legitimate business in this life who is not doing a thousand fold for other men than he is trying to do even for himself; for in the economy of God's province every right and well organized business is a beneficence and not a selfishness.—*Blain*.

## The Analysis of a New Corporation for the Sale of its Securities

By Roscoe Royal

1. In Itself.	1. Nature.....	<ul style="list-style-type: none"> <li>1. New corporation—Owns largest and richest deposit of limestone in world.</li> <li>2. Business—Sale of limestone, salt and manufacture and sale of by-products.</li> </ul>
	2. Parts.....	<ul style="list-style-type: none"> <li>1. Land—Owns 8,000 acres.</li> <li>2. Limestone—98 per cent pure, less than 3-10 per cent silica, over 700,000,000 tons.</li> <li>3. Salt—Rock salt, under limestone, deposit 300 feet thick.</li> <li>4. Culcits—Company's town, natural harbor, good docks, by-products factories.</li> <li>5. Clay—Large deposits suitable for making Portland cement.</li> <li>6. Electric current—From company's water power plant.</li> <li>7. Machinery—Modern design, economical, large capacity.</li> <li>8. Soda and by-products—Better grade, lower cost, nearer market than others.</li> </ul>
	3. History.....	<ul style="list-style-type: none"> <li>1. Discovery—After forest fire in 1908.</li> <li>2. Examination—Expert tests and 600 analyses, 1,200 tons taken out.</li> <li>3. Formation of company to take up project.</li> <li>4. Securities—Preferred, common and sinking fund.</li> </ul>
	4. Value.....	<ul style="list-style-type: none"> <li>1. Supply of raw material will last two hundred years.</li> <li>2. Demand for our limestone—5,000,000 tons per year on great lakes in making of iron and steel alone.</li> <li>3. Expense of operation will be lowest.</li> <li>4. Earnings on sale of just raw limestone by-products will increase.</li> </ul>
2. In Relation to Customers.	1. Customer's needs.....	<ul style="list-style-type: none"> <li>1. Necessity of investments for income and provide for future.</li> <li>2. Convenience—Is high grade and sold in any lots.</li> <li>3. Comfort—Existing contracts will make it profitable from start.</li> <li>4. Luxury—Investment is unusually safe and permanent.</li> </ul>
	2. To be resold.	<ul style="list-style-type: none"> <li>1. General—1, sound undertaking; 2, sufficient capital; 3, efficient management.</li> <li>2. Convenience—Meets requirements of good investment.</li> </ul>
	3. As to purchase...	<ul style="list-style-type: none"> <li>1. Safety of securities; to hold; to sell later.</li> <li>2. Increasing earnings and increasing value.</li> <li>3. White Investing Company is retaining permanent interest in enterprise and is responsible for conduct of business and efficiency of management.</li> <li>4. Faith of others in the company.</li> <li>5. Present price of preferred, bonus of common stock, sinking fund, limit of offering.</li> <li>6. Signing order.</li> </ul>
	3. Comparison..	<ul style="list-style-type: none"> <li>1. Superior quality of this limestone.</li> <li>2. Large supply and growing scarcity elsewhere.</li> <li>3. Low cost and ease of operation cannot be equalled.</li> <li>4. Location in center of world's greatest market gives lowest cost and best facilities for transportation to consumers.</li> </ul>
	4. Suggestiveness	<ul style="list-style-type: none"> <li>1. Monopoly of a natural resource.</li> <li>2. Ability to serve customers best in service and quality of product.</li> <li>3. Old standard and modern demand for quality.</li> <li>4. An ideal business where the profits are large and certain the cost of operation is low and the demand is an ever increasing one.</li> </ul>

# Woman's Caprices a Potent Factor in Business Building : *by* Bertha A. Loeb

**F**ROM the time woman was made from a mere rib of Adam, she—though considered an inferior creature to man—assumed a certain power, and at times a dangerous control over him.

Man is and always has been a victim to the caprice of woman.

Gradually through the ages man has learned to master the elements, and step by step he has fathomed the secrets of sea and earth and sky. But he is as dense as in primeval days in his understanding of woman. He is unconscious of this ignorance, however, being obsessed by the hallucination that he is the master and that woman always has been and always will be a plaything—a toy in his hands.

Nature is responsible for the arrangement that man is physically the stronger, whereas woman is endowed with keener intuitions. The acuteness of woman's intuitive powers were given her, as were the wings given to the birds of the air, as an especial equipment whereby she might reach the goal of her desires. For since man is superior to woman in physical strength, had woman not been endowed with certain inherent powers not possessed by man she would perforce have remained a slave to man through the eternities.

Woman is given the power to perceive man's weaknesses; his vanity, his egotism, his selfishness, his love of conquest—and woman has ever played upon these weaknesses to attain her own ends.

Thus it has been since time immemorial, from pre-historic days down to the time when Cleopatra's wiles and caprices, her powers and her charms, became Anthony's undoing.

## The Power of Woman in Business

Today more than ever the power of woman must be reckoned with, in these Twentieth Century days of industrialism. Life has latterly become a vast business field wherein both man and woman are striving to reach the summit of success.

Woman has entered the field of business and woman figures conspicuously in the life of trade. But again man does not realize the vast power woman wields in the business world—through her desires, her caprices, her will.

Man is not yet thoroughly awake to the fact that the militant suffragette is a stirring sign of the times. This new type of woman is here to serve as a finger post pointing the way of evolution.

Woman no longer is satisfied to exert her powers secretly and unknown to man. She wants to fight in the open for the acknowledgment of the equality she long has felt belonged to her by inherent gifts.

## Woman the Big Buyer

Similarly in the field of business, the man who overlooks the fact that the modern woman is the big buyer—and that the aggregate number of women purchase the greatest part of the necessities of life—that man is asleep. It is time he be awakened if he does not wish to be foredoomed to business failure.

The woman buyer today numbers legion. Her household utilities, her progeny's outfits, her daughters' trousseaux, all of the furnishings of the prospective brides in her family—do not all these purchases fall to the woman of family today? Witness the billows of femininity surging in and out of the great shops of Paris, New York, or Chicago, and one realizes that woman is not only the power behind the throne, but she occupies the chair of dictator. It is she who decides how the money earned and placed at her disposal shall be spent.

One of the first business axioms of modern industry that every wide-awake business man must learn is this: Man makes the money (if he does) and woman spends it (if she gets half a chance)!

The woman who has her husband accompany her nowadays when she is buying, in order to have her desires ratified by his approval is an anomaly—a back number, who isn't up to the Twentieth Century code of women's business ideas.

The second business axiom to be learned is that woman is attracted to buy through her eye—through her love of the beautiful, rather than by her reason. A woman buys that article or those utilities that please her taste and that appeal to her whims and her notions.

Since such is the case, a tradesman must study the tastes of women and learn to satisfy them. Woman is not primarily a rational being—she wants what she wants *because* she wants it.

#### What Appeals to Women

A woman likes to enter a shop—a hardware store, a garage, a laundry, a butcher

shop, a grocery, that “attracts,” that “appeals” to her sense of order, cleanliness and general “up-to-dateness.”

It is therefore up to the business man, the shop man, the garage proprietor, the butcher to satisfy woman’s demands if he wishes to succeed. Let him ignore woman as a negative quantity and he is lost. He will be swept away in the undertow of life as a business failure, whereas the man who caters to woman’s desires will meet with success. It will be a case, not of his superior brains, but of the superior use of them. He has kept awake to the trend of the times.

## Smile-Power

By M. E. YERGIN

**A** REAL power of life lies in smiles. You can hitch a smile to anything and it is bound to move.

Smiles are the only potentials known that move things whether they intend to move or not.

The old proposition, “If the irresistible should come in contact with the immovable, what would happen?” can have only one answer when the irresistible is a smile—the immovable will move.

A smile has a pulling power that cannot be calculated in foot pounds. A smile is the real-life locomotive. It is immensely more powerful than the iron and steam kind.

A smile with smiles inside of it is a type of engine that cannot be duplicated in capacity by any other make. It is the locomotive that does the real, worth-while business of life—a double-compound type of engine that pulls trainloads of success.

A person who has an equipment of these locomotives and knows how to use them—what to couple them to, and what tracks to run over, will pull with ease and speed loads that a thousand horse wagons would wear out and break down under.

Provinces, kingdoms and nations know the power of smiles and employ men who know how to smile, and who can and will smile with power, to do business for them with other states and nations.

You may not be in the habit of smiling, and may not know how to begin, but if you are determined to make the effort, you are on the right track.

It is related that during the civil war, a Northern conductor who had his locomotive stolen by confederate prisoners in his charge while his crew were lunching, started afoot down the track after the vanishing machine. Of course, the engine was soon out of sight, but he kept on and in about four miles came upon a track crew with a hand car. Pressing them into service, he continued in pursuit for another ten miles and found an engine lying idle at a junction. Enlisting this in his cause, he went forward, and about thirty miles further on came upon his engine.

If your first efforts at smiling are only comparable to a weak walk, *nil desperandum*—never despair—keep on till you find a hand car, a grade better smile than your own, and keep that going till you get the smile of the real locomotive type. If that is only a borrowed one, don’t stop until you get your own. Then keep it going, with a good head of steam in it and a good man at the throttle.

Hitch it up to every kind of business that needs moving, and just observe with what ease you can move things that the combined effort of a thousand like you could not have budged by mere physical force.





## The PHILOSOPHER AMONG HIS BOOKS

### *To My Books*

*Silent companions of the lonely hour,  
Friends who can never alter or forsake,  
Who for inconstant roving have no power,  
And all neglect, perforce, must calmly take—  
Let me return to you; this turmoil ending  
Which worldly cares have in my spirit wrought,  
And, o'er your old familiar pages bending,  
Refresh my mind with many a tranquil thought,  
Till haply meeting there, from time to time,  
Fancies, the audible echo of my own,  
'Twill be like hearing in a foreign clime  
My native language spoken in a friendly tone;  
And with a sort of welcome I shall dwell  
On these, my unripe musings, told so well.*

—Mrs. Norton.

WORLD CORPORATION—By King Camp Gillette.  
*The New England News Company, Boston.*

This is a great scheme. And it reads beautifully in the book. Far be it from me to say that it wouldn't work. No scheme of any kind has ever been proposed that the experts did not almost unanimously condemn as unscientific, impracticable and contrary to the moral law. The only possible exceptions have been the Mississippi Bubble and the Keeley Motor.

So I am just going to outline for you Mr. Gillette's plan for "World Corporation," and you can decide for yourself whether it will work or not. And if you make the right guess your grandchildren may be able to claim the credit for it.

Briefly, Mr. Gillette has incorporated his idea for the social, political, economic, industrial and humanitarian salvation of the world under the laws of the state of Arizona. The title of the new company is "World Corporation."

The idea is for "World Corporation" to purchase reliable stocks, bonds, and other securities in other corporations, and all other kinds of real and personal property until it owns the entire wealth-producing property of the world.

The capital stock of the corporation is divided into common shares of the value of one dollar each, and are limited only in number, from time to time, to the number of dollars paid into the treasury of the corporation for shares of stock,

less the number of dollars returned to investors who sell their stock back to the corporation for cancellation. Anyone may buy at any time as many of these shares as he has dollars to pay for, and anyone may sell back to the corporation at any time as many shares as he wishes—providing he has them to sell. And the par value of one dollar is always maintained.

The certificates of stock are issued in the following denominations: one, two, five, ten, twenty, fifty, one hundred, one thousand, ten thousand, fifty thousand, five hundred thousand and one million shares. All the denominations up to and including twenty are not registered and do not share in the dividends. They are redeemable by the corporation on demand.

Certificates of fifty shares or more may be registered and share in the quarterly dividends.

The corporation is managed by a board of directors at the present time, but the members of this board of directors from each nation, when the corporation is doing business in several nations, are going to elect one out of every ten of their number to a delegate body, to be known as the World Corporation Congress, in which is to reside the supreme authority of the corporation.

The corporation has the power, at any time, to call in, redeem, and cancel any part of its stock, paying par value for it. And after the corporation has reduced to its possession and

control all agencies for production and distribution throughout the world, it will have the power to redeem all of its stock, "after which time the assets of the corporation shall be the joint property, in equal shares, of all the peoples of the earth."

The revolutionary things that will happen when this has all been carried out are too numerous to mention here, but Mr. Gillette explains them all very plausibly in his book.

And he may be right. I'm no prophet.

Anyhow, he's a doer as well as a dreamer, because he has already started his World Corporation.

**THE DESTINY OF DESIRE**—By *Ruby Archer Doud and Frank Newland Doud, M. D. Individual Life Series. The Parsifal Press, Granada Park, Los Angeles, California. Fifteen Cents.*

Here is a little book that will give you something to think about. It's a little different way of looking at the problem of desire. I've read it over and find a good deal of truth in it—do in nearly everything I read, no matter who writes it. This isn't a book for everyone, though, according to my judgment. In the first place, I think that most people would have some trouble in getting at just what Ruby and Frank are trying to get at, anyhow. And, in the second place, there are some people who might think that they had caught the idea when they hadn't and get into trouble as a result. The idea seems to be, "Whatever you desire to do, do it." But the real message of the book, if I have read it aright, lies deeper. The real necessity with most people is the clarifying of their desires. As a matter of fact, everyone does act in accordance with his strongest desire. The great trouble is a lack of a sense of proportion.

**HINTS TO STENOGRAPHERS**—By *J. B. Huling. General Composition, Letter-Writing, Desk-work, Capitalization, Punctuation, Proof-reading. Commercial Printing Company, Chicago. Twenty-five Cents.*

This little vest pocket book of forty-eight pages is packed as full of practical information for stenographers, writers, proof-readers and others who have written pages to prepare as a Chicago steer car is of passengers at the rush hour. That is all it claims for itself, and that is all it is. But it is that. Referring to some of the letters I have had to read, and especially to manuscripts, I can soulfully say that I hope the little book will have a wide and effective circulation.

**SPARKS OF INSPIRATION—STEPPING STONES TO SUCCESS**—By *C. First Johnson, LL. D. W. B. Delchamps Lithographing and Printing Company, Mobile, Alabama.*

The following excerpt from the introduction to this little book, By Newton A. Fuessle, tells what the book is and what it is worth. It expresses my sentiments better than I could express them myself. Readers of THE BUSINESS PHILOSOPHER are not unacquainted with Mr.

Johnson, as he is a frequent contributor to its pages.

Mr. Fuessle says:

"Mr. C. First Johnson, secretary and general manager of the Union Mutual Aid Association, of Mobile, Alabama, is a man to whom has been vouchsafed a rare desire to go far afield, if necessary, to give the men under his supervision that measure of encouragement and incentive that will enable them to live fuller, more satisfactory and more successful lives.

"Mr. Johnson has acquired the interesting habit of writing letters to his men the first of every month. I have read his series of letters for the year nineteen nine. They are written in a plain, blunt, telling manner. By both direction and indirection, Mr. Johnson speaks to his men in a language they understand. In them there is no affectation, no preaching, no demagoguery—only the plain, simple, forceful message of man to man.

"The writer of these interesting letters has a keen insight into the psychology of business. The letters are reformatory in effect, without being radical. \* \* \* Not insurance solicitors alone, but men in other departments of modern business endeavor cannot fail to derive important benefits from the serious perusal of these documents. For they are essentially human documents, written with a purpose, with delightful zeal, with faith plus."

## Books Received

The Lady of the Lake.....	\$3.00
Lovely Women.....	1.50
The Girl I Loved.....	2.00
The Window at the White Cat.....	1.50
When a Man Marries.....	1.50
The Gold Brick.....	1.50
A Splendid Hazard.....	1.50
The Man Higher Up.....	1.50
The Girl From His Town.....	1.50
The Beauty.....	1.50
The Carleton Case.....	1.50
The Kingdom of Slender Swords.....	1.50
My Brother's Keeper.....	1.50
The Day of Souls.....	1.50
The Native Born.....	1.50
By Inheritance.....	1.50
The Danger Trail.....	1.50
First Love.....	1.50
Young Wallingford.....	1.50
The Road to Providence.....	1.50
The Annals of Ann.....	1.50
Son of the Wind.....	1.50
The Steering Wheel.....	1.50
The Flying Mercury.....	1.50
The Social Buccaneer.....	1.50
The Unlived Life of Little Mary Ellen....	1.50
Reveries of a Bachelor.....	2.50
In Africa.....	3.00
The Singing Mouse Stories.....	1.50
The Purchase Price.....	1.50

Published by The Bobbe-Merrill Company, Indianapolis, Indiana.



# Here is the way through

**O**UR "Deferred Tuition Scholarship" supplies the way and removes the last barrier between the progressive, ambitious young man and the higher position and salary to which he aspires.

Read every word of this offer.  
We mean it, and there is a fine  
chance for you if you improve it.

This country is full of energetic, capable men whose days are spent in work which is not suited to their natural talents. Thousands of these men realize that all that stands between them and good positions with big pay is their lack of special training in some one thing. They lack the time and the means to stop work and take a course of training, and so they go on year after year, always getting farther away from what they most want. We are going to help these men. We are going to lend them the cost of the training they need and let them make their own terms about repaying us.

This is the greatest offer ever made to men who have "got it in them to rise." We have studied the matter very carefully, and are fully prepared to help everyone who comes to us in earnest.

If you are one of these capable, ambitious fellows, willing to study for an hour every evening after working hours, willing to stick to it with the kind of persistence that wins, and without which nothing worth while is ever won; then you are on the right track.

Check the coupon, mail it to us, and we will explain fully our "Deferred Tuition" plan, how we will lend you the cost of the tuition, and allow you to pay us back when the increase in your yearly income equals the amount of the loan.

**No Promotion—No Pay**—that's what our "Deferred Tuition" scholarship means.

Ask for the little book, "Profitable Worldly Wisdom." It will be sent to you free and will help you.

**AMERICAN SCHOOL of CORRESPONDENCE**  
CHICAGO, U. S. A.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

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# About Remembering

By ELBERT HUBBARD



Henry Dickson

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of the Dickson School of  
Memory.

For some long time I have been promising myself to write up my good friend, Mr. Henry Dickson, of Chicago, and I have not forgotten.

Mr. Dickson is teaching a Science or System, whichever you choose to call it, which I believe is of more importance than the entire curriculum of your modern college. Mr. Dickson teaches memory. Good memory is necessary to all achievements.

I know a man who is fifty-five years old. He is a student. He is a graduate of three colleges, and he carries more letters after his name than I care to mention. But this man is neither bright, witty, clever, interesting, learned nor profound. He's a dunce.

And the reason is that he CAN NOT REMEMBER. Without his notes and his reference literature he is helpless.

This man openly confesses that he cannot memorize a date or a line of poetry, and retain it for twenty-four hours. His mind is a sieve through which sinks to nowhere the stuff he pours in at the top. Education is only what you remember. The lessons that you study into the night and babble about the next day in class are rot, unless you retain them and assimilate them by the slower process of memory. You cannot gulp and discharge your facts and hope they will do you any good. Memory only makes them valuable.

Every little while in business I come across a man who has a memory, a TRAINED MEMORY, and he is a joy to my soul. He can tell you when, where, why, how much, what for, in what year, and what the paper said the next morning.

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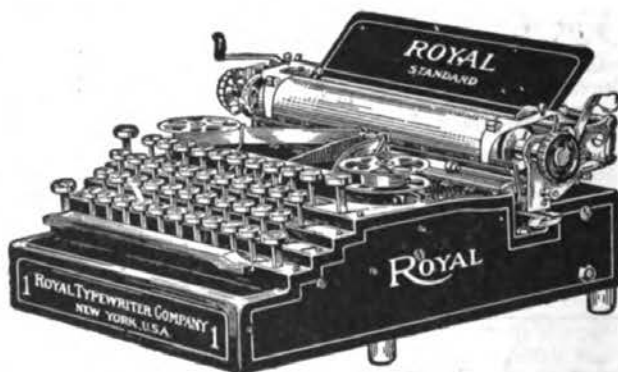
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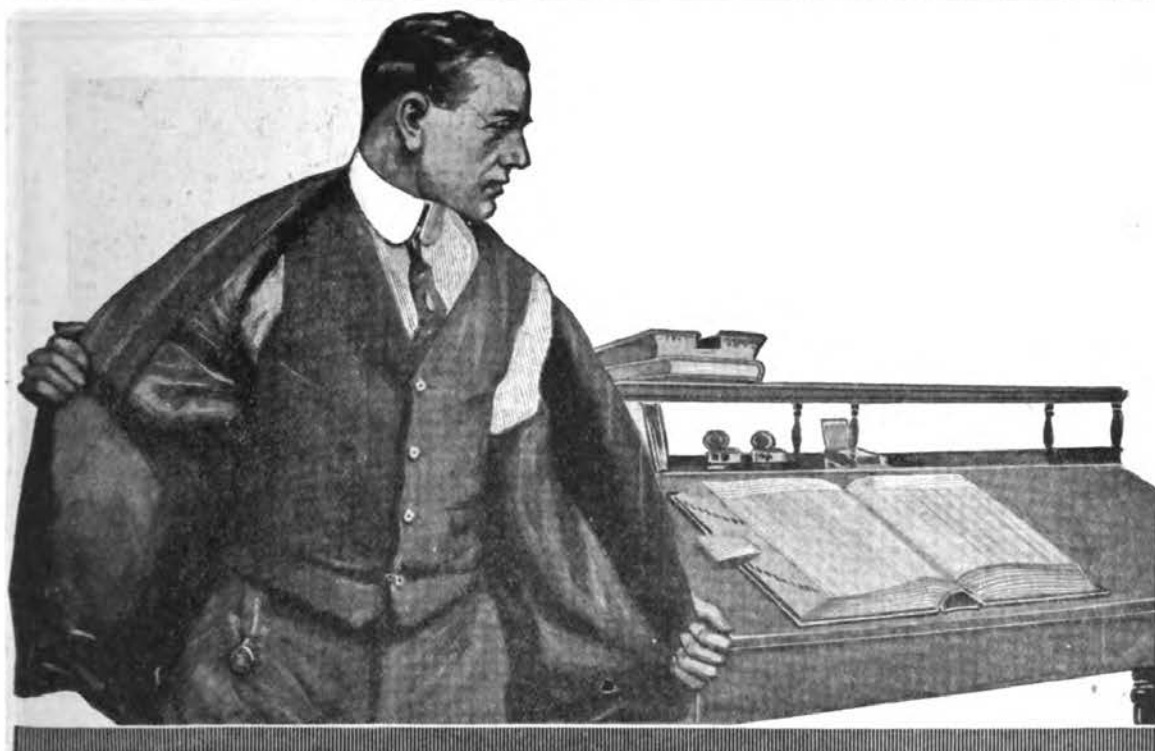
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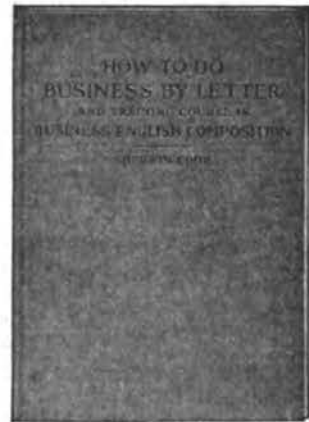
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***Efficient*** because of the flat platen upon which forms of any size or thickness are placed, in correct position to be written upon, as easily and quickly as they can be laid on the top of a table. A number of forms of different size or thickness can be handled at one time as easily as a single sheet. The work always remains flat, and manifold copies always register exactly with the original.

***Speedy*** because it does in one operation what must be done otherwise in many.

***Durability*** proved by time and service, the real test, in the hands of thousands of users. It does the work and is fully guaranteed.

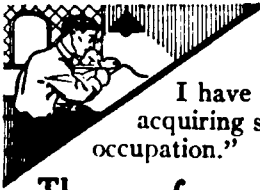
***Versatile.*** Writes, adds, subtracts, manifolds, tabulates, all in one operation or separately; writes without adding, adds without writing, etc., as your needs require. There is some of this kind of work in your office that can be done better, easier, faster and more economically on Elliott-Fisher, the standard writing-adding machine, than it can be done any other way.

—SEND FOR PARTICULARS—

**Elliott-Fisher Company**  
HARRISBURG, PA.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# There is No Royal Road to Wealth—But—Some Roads are Easier Than Others



I have helped thousands of men to *succeed*—and my definition of acquiring success is: “To make more money, in a more congenial occupation.” If you will read this page, you will learn *how* to find

## The way from wage-earning to business management

and how you can make that way upward in the business world *your own*.

I have succeeded—others have succeeded with me—this is Success’s invitation to you.

## Disappointed ambition is the curse—fulfilled ambition the glory—of any man’s life

The average man who *succeeds* in this world is the man who realizes he was not born to set the world on fire—but aims at a goal within his reach and keeps on with courage, persistence, and intelligently directed *purpose* until he gathers the sweet fruits of his labors.

Henry Clay, Daniel Webster and James G. Blaine died from disappointment of their thwarted ambitions to attain the Presidency. They aimed probably not too high, but with all their statesmanship they lacked the knowledge of *how* to achieve their purpose.

And how many men have died from disappointed *commercial* ambition simply because they did not *know how* to succeed is beyond the count of any earthly record.

But the number of successful, life-enjoying business men is growing every day. In the past, men have pursued and acquired *academic* knowledge—this is the day when men seek and acquire *business* knowledge through avenues such as I offer you. Will you profit by my experience?



**I, W. A. Shryer, was a grown man earning \$15 a week when I learned an easier way to make \$15,000 a year**

I found that many honest people neglect to pay their bills—but that they *will* pay them if their obligations are presented in a dignified, business-like, human-nature way.

## That way is so easy that I can make it clear and easy for you—for any man with ambition

Merchants have their hands so full with the problems of buying and selling merchandise that they have no time to look after delinquent accounts.

### This Coupon the First Step—Take It Now

W. A. SHRYER, President,  
American Collection Service, 399 State St., Detroit, Mich.

Please send me full information, illustrated with photos, about how you and other men have succeeded in the Commercial Agency Business, starting without capital.

Name .....

Address .....

The men who, for various reasons, do not pay their bills, are just like any other class of men—a class of *many types*. And the knowledge of *how* to approach and handle each of these types is the specialized training that makes a successful, commercial agency manager.

*You do not need capital* to establish yourself in this business. You can begin in your spare time, just as I began.

The field is so full of business waiting to be handled that your earnings will supply you with all the capital you need for expansion. Every ambitious man who wants to establish himself in his own successful business should write to me at once. Mail the coupon.

W. A. SHRYER, President  
American Collection Service, 399 State St., Detroit, Mich.

SAY—“I SAW IT IN THE BUSINESS PHILOSOPHER”





## \$1 Secures this Great Reference Book

An entirely new, up-to-date, down-to-the-minute Reference Book, for bookkeepers, cashiers, accountants and business men.

This magnificent volume weighs nearly six pounds; contains over 500 pages, 200,000 words and 700 illustrations of forms and tables; beautifully printed on fine paper; handsomely and strongly bound; produced and presented to the business world at a cost which brings it within the reach of all; easiest for reference, plainest for acquiring information, and most economical when compared with all other publications of like nature.

**It's yours on payment of only \$1.00**

down and the balance in monthly installments of 50 cents or \$1.00 as you prefer.

Monthly installment price, \$4.00 per copy; introductory special cash price (less 10 per cent) only \$3.60.

In either case the expressage is prepaid to your address in the United States and Canada.

**E. H. Beach, Publisher, Detroit, Mich.**

Send 25 cents for 12 months subscription to

### Beach's Magazine of Business

A handsome monthly magazine for business men, bookkeepers, accountants, cashiers, credit men, stenographers, advertising managers, etc. The man "behind the desk" must have it. Splendid business stories. Your money back if you do not like it.

E. H. Beach, Publisher, 69 West Fort St., Detroit, Mich.

## The International Business Correspondence Course

Special Instruction for Home Study in

### Higher Accounting and Manufacturing Costs

For those who desire to qualify for *Higher Positions* and *Higher Salaries* as Chief Accountants, Cost Accountants, Auditors, etc.

### The Course Comprises

The International Business Encyclopedia (described above); six lessons on Higher Accounting; six lessons on Factory Cost Accounting; twelve sets of Exercises to be worked out; twelve sets of Standard Answers, and the personal attention of the Board of Examiners.

### THE COST

Special Terms Until October 1, 1910

This comprehensive, complete and fully effective Business Correspondence Course is offered at the temporary and very low introductory price of \$10 cash, or \$12 payable in easy installments of \$2 down or \$2 per month for five months. On and after October 1, 1910, the price will be \$20 cash, or \$24 on the installment plan.

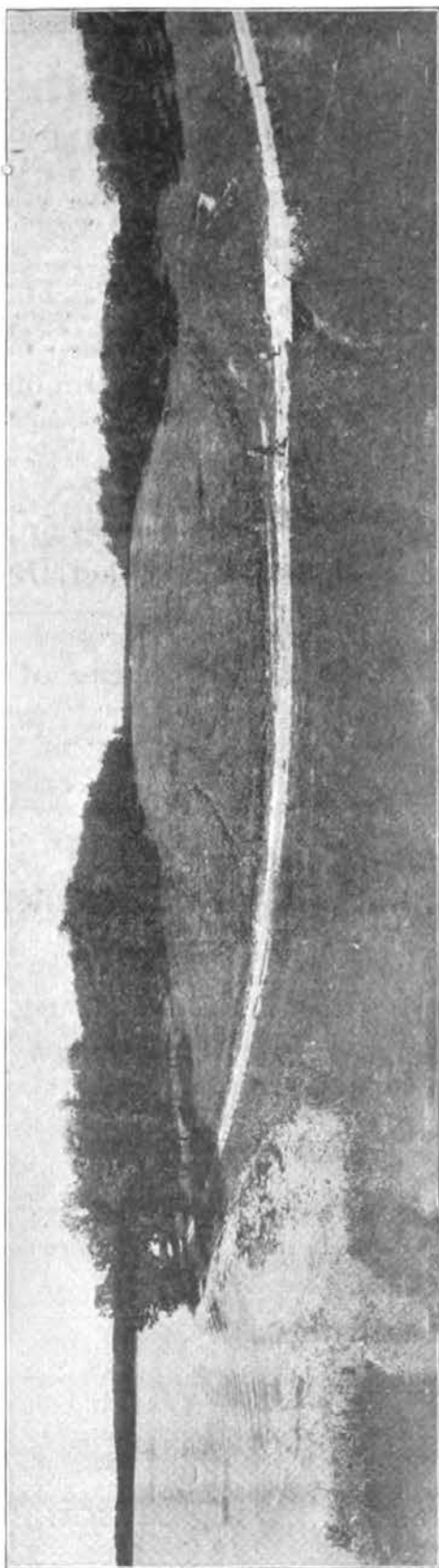
**E. H. BEACH, Publisher :: Detroit, Michigan**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

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# YOUR SUMMER HOME



SHORE ACRES SUBDIVISION, LAKE EARA

**O**F COURSE you want to own a summer home. There is something in you that calls for woods, meadows, cool waters, and broad, comfortable porches, when summer comes and brick walls and paving stones shimmer and quiver with the heat. You need rest and relaxation.

You may have to be in the city on business during the day. But you are refreshed and renewed by the evenings and the week-ends at your summer home.

And it makes you glad to know that wife and babies are away from the glare, the blare, and the dust, getting strong and rosy at your summer home.

No, this is not a millionaire's dream. That summer home is within your reach. And, if your business is in Chicago, it is only an hour's run from that city—you can come out every night. If further away, you can come Friday or Saturday and stay until Monday.

For your summer home, I have just opened a new sub-division on the shores of Lake Eara—the most beautiful of all the famous lakes of Northern Illinois. It is only thirty-five miles from Chicago—three railways run from it into the city.

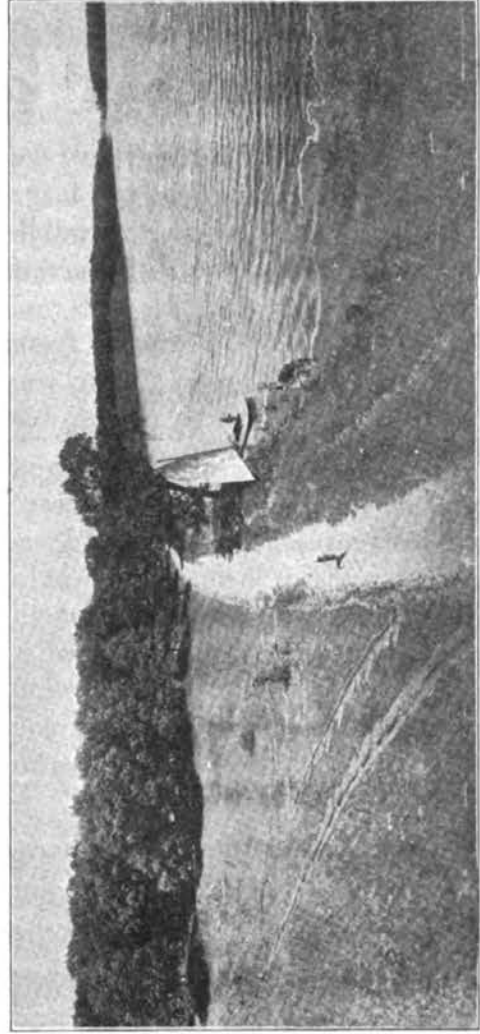
There are a limited number of lots, all at reasonable prices—first come, first served. When you buy a lot, you buy fishing, swimming, and boating privileges on Lake Eara. *There is no lake property so near Chicago at anything like the price.*

My primary object in opening this sub-division is to finance the first building of Sheldon Commercial University.

I want these summer homes, as far as possible to be owned by Sheldon Graduates or those in sympathy with A R E A philosophy.

*Write me today, saying you are interested  
and I will tell you all about it*

**A. F. SHELDON**  
LIBERTYVILLE, ILLINOIS



SHELDON'S LAKE SHORE DRIVE, LAKE EARA

# Are You a Big Man?

**D**O you feel competent to take a position involving large organizing and executive ability? Have you confidence in yourself strongly enough to think that you could really earn an income of from \$3,500 to \$10,000 a year? Can you exercise authority and be responsible for results?

Are you satisfied with your present work, your present rate of achievement, your present income? Or would you like work that would call out all your powers, a chance to show what you can do under the best of conditions, and an income that will put you on Easy Street whenever you care to live there?

Think these questions over carefully. They may be the turning point in your life. They have been in the lives of others. And when you have thought it all out, then fix your determination.

You know what a demand there is for trained executives — especially sales managers. You know that a truly successful sales manager—one who gets the business and gets it right—can pretty nearly name his own figures.

And, if you have the right stuff in you, there are more places open to you right now than a regiment could fill. Your big problem is to get the training and the opportunity to show what you can do.

So, as if your life depended upon it, listen to this:

*You can get the training for these big jobs at the Sheldon Business Normal. And you can get the chance to make good as a graduate of that school.*

Here is what happened at the first session, held during the summer of 1910:

Of the students enrolled, every one finished the course.

Of those who finished, fully four-fifths are now representing the Sheldon School, some as general agents, in charge of important territories, organizing the work, training their assistants and managing their own business.

Others are district managers. Still others are assistant agents.

And these men are making good.

Others are in business for themselves in other lines and are realizing the benefits of the Business Normal course. Some are occupying important positions with large corporations.

Proprietors and managers were on the lookout for the graduates of this class.

This spells Opportunity to you in big letters.

Now is the time to begin to look the thing in the face seriously.

Hold some important executive sessions with yourself and answer the

questions at the opening of this advertisement honestly.

The next session will be held at Libertyville, Illinois, beginning Monday, July 3, 1911, and will run for ten weeks.

The course will include:

*First*—Personal study and class instruction in:

(a) The Science of Business Building, which is the fourth edition of the Science of Successful Salesmanship.

(b) The Science of Service.

*Second*—An extensive series of personal lectures by Mr. Sheldon, assisted by specialists, in Salesmanship and Business Economics.

*Third*—A course of lectures on Character Analysis, or the reading of Human Nature.

*Fourth*—Frequent drills in the Art of Salesmanship and Sales Management.

This course of study leads to the appointment of those students who desire to take up our work, and who

shall be selected as being worthy and qualified, to immediate positions in connection with the work of the Sheldon Schools.

The gross earnings of those who prove successful in these positions will not be less than \$3,000 a year. Experience shows that earnings of \$10,000 can be realized by men thus trained and employed.

You who are now well placed in a congenial line can get here the training you need to ginger up and build up the work of your sales department.

The class is also open to employers who find the training of competent sales managers a problem.

You find here quick, sure, sane, tried, plain, direct, and scientific training for efficiency in sales management.

Now is the time for you to begin to get sales data on this most unusual opportunity. Time is short. You can begin planning now to come.

Write to us right away, and we will answer, giving full particulars.

## The Sheldon Business Normal School

THE SHELDON BUSINESS NORMAL SCHOOL,  
Libertyville, Illinois

.....1911

Will you please forward full particulars regarding your session for the summer of 1911, as advertised in THE BUSINESS PHILOSOPHER for February.

Name .....

Local Address.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# WALTHAM WATCHES ON CREDIT



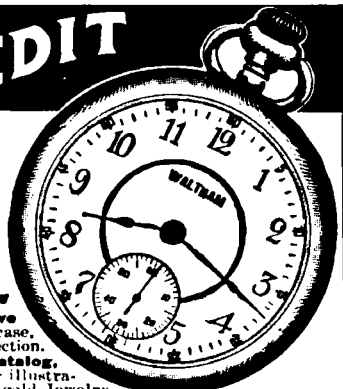
## Our Great New Year Bargains FULL JEWEL WALTHAM \$10.65

In Fine 20-Year Gold-filled Case. Guaranteed to keep Accurate Time  
SENT ON FREE TRIAL, ALL CHARGES PREPAID.

You do not pay one penny until you have seen and examined this High-Grade, Full Jeweled Waltham Watch, with Patent Hairspring, in any style plain or engraved Case, right in your own hands.

### Greatest Bargain Ever Offered \$1 a Month.

No matter how far away you live, or how small your salary or income we will trust you for a high-grade adjusted Waltham Watch, in gold case, warranted for 25 years, and guaranteed to pass any railroad inspection.



**LOFTIS**  
BROS & CO. 1828

THE OLD RELIABLE ORIGINAL DIAMOND  
AND WATCH CREDIT HOUSE

Dept. B811 92 to 98 STATE ST., CHICAGO, ILL.  
Branches at Pittsburgh, Pa., St. Louis, Mo.

Write for handsome New 1911 Catalog, filled with beautiful photographic illustrations of Diamonds, Watches, solid gold Jewelry, Silverware and choice Novelties. Select any article you would like to own or present to a loved one; it will be sent on approval. *Walt today. Don't delay.*



A Rapid, Medium-Priced  
Duplicating Machine  
Simple, durable, rapid, clean, perfect work. Portable, inexpensive, practical, compact, noiseless.

## THE VERY LATEST THING IN DUPLICATORS "CANTYPE" SPRING-FRAME DUPLICATOR

1000 Perfect Reproductions per Hour of Hand-writing, Typewriting, Music or Drawing

Circulars can be taken direct from the duplicator, and laid one copy on top of another without off-setting or blurring. *No other duplicator possesses this advantage.* Circulars and samples of work on application. The only makers in America of all descriptions of ribbons, clean carbon papers, duplicators, stencil papers, inks, etc. Agents wanted in all unoccupied territory.

CHAS. E. ARCHIBALD, PRESIDENT

Pen-Carbon Manifold Co., New Brunswick, N. J.

Originators and only manufacturers of Non-flake carbon paper for typewriter, pen, pencil and stylus

Cheaper to Buy

Cheaper to Run

# A Business Asset

The ability to speak and write English correctly *is a business asset* of no means importance. Yet how rare it is! *You, Mr. Salesman or Mr. Business Man need this ability* and it can easily be acquired. There is a *fascinating* way to

## Polish Up Your English

It is by reading "*Correct English—How to Use It*," a monthly magazine for cultured people, devoted to the use of correct English. It will *pay you* to get in touch with this unique magazine, as it is the only one of its kind. Read carefully this

**Partial List of Contents**—Shall and Will; Should and Would; How to Use Them; Correct English in the Home; Correct English in the School; What to Say and What Not to Say; Course in Grammar; Letter Writing and Punctuation; Business English for the Business Man; Compound Words; How to Write Them; Studies in English Literature.

The subscription price is only \$1.00 a year, but if you prefer to see a copy before subscribing—

### Send Only 10 Cents

for a copy of the current issue. You will never regret it. So if you are interested in your own welfare, do this *now* before you turn another page. *But better still, use the Coupon TO-DAY.*

**Correct English Publishing Company ... 212 Monroe Street, Chicago, Illinois**

CUT OFF HERE

CORRECT ENGLISH PUBLISHING COMPANY, CHICAGO, ILLINOIS

Name.....

Local Address.....

Postoffice..... State.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Salesmen Positions Now Open—

**D** ID you ever stop to consider that it requires special training, experience and proper methods scientifically applied, to find the best positions, for exactly the same reason that special study is necessary to accomplish the best results in any other line?

❏ Of course, a capable man can always keep himself employed but he cannot possibly have all the facilities necessary to learn of every opportunity to better his income. You may even know all the firms in your line. They may know of you. But that is useless if you lack the knowledge of when their changes or increases in force are likely to be made. Besides, your present position must be jeopardized by too strenuous efforts on your own part to keep in touch with other opportunities.

❏ Let us do the work for you. Twenty thousand employers use our service to secure capable men for Sales, Executive, Technical and Clerical positions paying \$600 to \$10,000 per annum. Hundreds of the finest opportunities are referred to us daily.

❏ Write our nearest office today for booklet, "Salaried Positions," which explains our entire system and facilities. Mention briefly your qualifications.



## Business Service Company

1214 Commonwealth Building .. Philadelphia, Pennsylvania

805 Singer Bldg.....New York	818 Chemical Bldg.....St. Louis
508 Park Bldg.....Pittsburgh	305 Loan & Trust Bldg., Minneapolis
1016 Hartford Bldg.....Chicago	Foreign Correspondents

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# GET TOGETHER PAGE

In this page our subscribers will have the *free use* of a four line space for one insertion. In this space they may advertise themselves for sale or may advertise for the services of some one else. Others—not subscribers to **THE BUSINESS PHILOSOPHER**—will be obliged to pay 25 cents per line for classified ads. In sending in your ads you should figure seven words to the line so that there will be no trouble over the insertion.

**SHELDON STUDENT WISHES POSITION AS** traveling salesman in New York territory. Specialty line preferred. References furnished. A. Theodore Meyer, 54 Martin Ave., Buffalo, N. Y. F

**EXPERIENCED SALESMAN, NOW "MAKING good,"** desires correspondence with progressive farm implement manufacturer having opening in Central Illinois or adjacent territory. Sheldon student. Excellent references. Address, "Salesman," care Philosopher. F

**YOUNG MAN, GRADUATE SHELDON SCHOOL,** desires position with a good retail hardware firm in a hustling town. Employed. Address, Nelson H. Cathcart, Flushing, Mich. F

**VANCOUVER WILL PROBABLY BECOME THE** New York of the Pacific. Better buy a lot in or near Vancouver while it's within reach. Nasmith & Drummond, Hutchinson Block, Vancouver, B. C.

**YOUNG MAN WITH GOOD HABITS, A1 REFERENCES,** also a Sheldon graduate, who has been on the road for a number of years with success, would like to represent a few American firms in Montreal or other parts of Canada. Address, Albert E. Cox, 403 St. Hubert, Montreal, Que., Can. F

**WANTED—MEN AND WOMEN OF EDUCATION** and character to travel and sell the **NEW STUDENT'S REFERENCE WORK.** The pioneer and the standard brief reference book for the home and school; complete in five volumes; sells on easy terms; universally endorsed by educators. Position permanent and affords opportunity to travel extensively. Big field for experienced travelers. Address, F. E. Compton & Company, Dept. K, 191 Market St., Chicago, Illinois.

**SELL WITH PROFIT—OPPORTUNITY FOR SEVERAL** industrious, honest, ambitious men (experience unessential). Start country canvassing; become field manager. Proposition self introducing, ready sale, guaranteed the best. Write now to C. W. Chadwick, Ann Arbor, Michigan.

**LOCAL REPRESENTATIVE WANTED—SPLENDID** income assured right man to act as our representative after learning our business thoroughly by mail. Former experience unnecessary. All we require is honesty, ability, ambition and willingness to learn a lucrative business. No soliciting or traveling. This is an exceptional opportunity for a man in your section to get into a big-paying business without capital and become independent for life. Write at once for full particulars. Address, E. R. Marden, Pres. The National Co-Operative Real Estate Company, Suite 494, Marden Bldg., Washington, D. C.

**BUILD A BUSINESS OF YOUR OWN AND** escape salaried drudgery for life. Learn the Collection Business. Limitless fields; little competition. Few opportunities so profitable. Send for "Pointers" today. American Collection Service, 165 State Street, Detroit, Michigan.

**\$10 A DAY SELLING NEW ARTICLE—EVERY** firm needs quantity. Nice, pleasant business. Big demand everywhere. Samples free. Metallic Mfg. Co., 431 N. Clark, Chicago.

**WANTED—SOLE AGENCY FOR INDIA—UNDER-** taking administration of goods under consignments; agreement if required. Quote agency terms, commission and terms of payment with samples. Apply to L. Svienousan & Co., Importers and Exporters, 1 Albert Victor Road, Bangalore, British India.

## A GOOD SHORTHAND REPORTER

is the only kind you can afford to employ. I am well prepared to handle all kinds of law and general reporting.

**FRED H. GURTLE**

SHORTHAND REPORTER

Phone Randolph 3038 810-811 Reaper Block, CHICAGO

**A**N ILLINOIS corporation located in Chicago, manufacturing and jobbing a line of staple novelties, has for ten years successfully sold its product by mail to clothiers and furnishers. The owner is now increasing the line, has abundant capital, but wants a few good, reliable salesmen to become interested and sell the goods. They may take stock, if they desire. Arrangements to become effective January next. Young men desiring connections where immediate financial advantage will accrue, and where they may acquire substantial interest, if they so desire, please address, **BUSINESS PHILOSOPHER, LIBERTYVILLE, ILLINOIS.**

## Financing an Enterprise

By FRANCIS COOPER



**T**WO volumes that have helped hundreds of men win fortunes by showing them how to successfully finance and promote their business or their discoveries. Highly endorsed. Only successful work on promotion.

**Volume 1** describes conditions necessary for successful financing; how to investigate, protect and capitalize an enterprise; experimental work and model making.

**Volume 2** tells best methods for securing money, privately, or publicly, by advertising; how to advertise, how to write a winning prospectus. Important chapters on stock, bonds, incorporations, etc.

Invaluable knowledge gathered from fifteen years' experience. Save you hundred times its cost. Full descriptive circular if you want it.

500 pp. 1909 ed. Buckram binding. Two vols., \$4.00 prepaid. Either vol. separately, \$2.00 prepaid.

**SHELDON UNIVERSITY PRESS**  
LIBERTYVILLE, ILLINOIS

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## "The Successful Life" A Remarkable Book for the PEOPLE WHO DO THINGS

Written by that Eminent Author, Editor and Lecturer, ARTHUR E. GRINGLE

This book tells you just how to make your life a success, how to keep it a success if you are in business, and how to get up from failure and achieve success in spite of former downfalls. It points

### The Way to Wealth, Health and Happiness

for all three are necessary to and come with a successful life.

#### SOME OF THE CONTENTS ARE:

❶ **Facts and Foolishness Advised.** The Wheat and Chaff in so-called "New Thought" Literature on this subject. What does it mean to "Concentrate"? What "Holding the Thought of Opulence" brought. Can men do several things well today, and how? How to find your "Calling" in life. Why some men with Advantages fail, and others without Succeed. How to make Failure Help. When are you "Down and Out"? How to meet Competition. How to deal with the "Knocker." How to meet Financial Crises. How to Secure Money to run your Business. How to Select Partners. How to "Branch Out." When and Where to Invest, etc.

❷ **THIS \$2.50 BOOK FREE TO YOU.** Issued in fine cloth, it will cost \$2.50. But to quickly increase the circulation of *THE LYCEUM WORLD*, a magazine for everybody in the home, office, library, study, etc., full of *Instruction—Entertainment—Inspiration*. Edited by the well-known lecturer, Arthur E. Gringle, and published at Indianapolis, Ind., at 15 cents a copy, and \$1.00 per year (no FREE samples), we shall issue a special edition, bound in handsome cloth, and give copy absolutely free to all who send \$1.00 now for a year's subscription to the magazine.

❸ **SPECIAL**—If you read the first three numbers of *THE LYCEUM WORLD* and are not more than convinced that the magazine is worth the dollar, then ask us to stop it and get your money back. Is that fair?

Dept. S. S.  
Indianapolis, Ind.

## THE LYCEUM WORLD

ARTHUR E. GRINGLE  
Editor

❹ **HAVE YOU ABILITY?** As Musician, Dramatic Entertainer, Vocalist, Speaker, and do you want to increase your ability or use it on the platform? Then write to the editor for help and information how to secure a place, and send \$1.00 for subscription to *The Lyceum World*, which gives you the latest news about this field.

## You Are a Human Chemical

**Y**OU are therefore interested in "Human Chemicals," which is a little book written by Thomas Dreier and pronounced by Dr. Katherine M. H. Blackford, the formulator of the Science of Character Analysis, to be one of the best things written on the subject.—It is a snappy, keen, analytical, bright and scientific booklet intended to help executives manage their helpers.—It will enable you to more easily adjust yourself to others so as to produce harmonious relations.—It will give you *Reasons Why* some persons make you unhappy and *How* you can avoid that irritation.—It contains information that to big executives will prove of incalculable value in dollars and cents. Joseph P. Day, the New York real estate auctioneer who sells \$100,000,000 worth of property a year, ordered all his associates to read it.—This is a practical, common-sense, helpful, inspirational, business-building essay that will help you, no matter what your profession or position.—It is written for men who desire to climb.—It is attractively printed and bound, and sent prepaid at these prices.

Art Binding, per copy . . . . . 35c

De Luxe Binding (*limp leather*) 75c

*Note*—If you will send us one yearly subscription to *The Backbone Monthly* (for yourself or any other person) we will send you a copy of this book in *de luxe* binding free.

**The Backbone Society**  
145 FOX STREET • AURORA, ILLINOIS

Here's a dollar; send me *The Backbone Monthly* each month for one year and a copy of "Human Chemicals" (de luxe binding) by return mail.

Name \_\_\_\_\_

Address \_\_\_\_\_

B. P. 1-11

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# SUCCESS-POWERS

FOR YOU IN

## "POWER OF WILL"

By FRANK CHANNING HADDOCK, Ph. D.

This great Training-System builds

Power of

MIND  
WILL  
CULTURE  
MAGNETISM  
INTELLECT  
INFLUENCE  
LEADERSHIP  
MASTERY  
FINANCIAL  
ABILITY



Makes Masterful Men and Queenly Women.

Contains a vast amount of Direct Personal Instruction. Its hundreds of fascinating pages are crowded with the diamond-value discoveries of 18 years research by a keen scholar-philosopher-scientist. It tells in clear, pointed, easily understood language exactly what to do and HOW TO DO THAT for multiplied Success-Powers. Its instructions will make you a leader in any Business, Art, Profession, Society. Claimed by authorities "the most searching study of psycho-physical man in print." Read the very brief analysis given here and answer: "Can I afford to be without this lifetime Manual and Guide to Business, Financial, Personal, Social Success?"

**Price \$3.00 Postpaid.**

A noble volume, 400 pages, gilt top, choice paper and printing, 28 chaps, 30 original power poems. Superbly bound in royal purple rib-silk, size 6x9. "Edition Royale" now ready. Delivered anywhere on earth. Order your copy at once.

So extremely good that I will buy the book back from anyone who will part with it inside five days — from receipt.

Descriptive booklet "SECRETS OF SUCCESS" mailed to anyone not already convinced of the NECESSITY of owning this Peerless Guidebook.

Tear this page out, write your name and address on the bottom, enclose remittance and mail immediately to

**Albert Lewis Pelton,**

Associate Manager: POWER-BOOK LIBRARY,

Meriden, Conn., U. S. A.

"Power of Will" teaches you

The Seven Laws for ridding yourself of Profane Speaking.  
The Fifteen Star Methods for mastering Anger and Irritability.  
What the Psycho-Physical cause of the Drink Habit is.  
Nine long demonstrated regimes for mastering this curse (Rare Value).  
How to overcome embarrassing Hesitation of Speech.  
How to develop a direct, forceful, effective style of talking in business, society, anywhere.  
How to eliminate Mind-wandering.  
How to hold the mind closely upon any desired line of thought.  
How to speak tersely, emphatically, and think ahead for best expression.  
How to school yourself against Thoughtlessness.  
How to overcome Indecision.  
How to develop abundance of Thought.  
The Principles of Memory.  
How to throw Attention and Energy into Memory culture.  
The Psychological Principles for memorizing words, sentences, anything.  
The Inner Law of Memory.  
The Star Method for remembering the substance of any book.  
How to plan ahead in your career through the great Pioneer Power—IMAGINATION.  
How to plan conduct so as to avoid former mistakes of Thought, Action.  
How to make the imagination fill the mind with Life, Action, Energy, Beauty, scenes of Pleasure, Profit.  
How to work the Imagination for discovery and invention.  
How to improve mechanical devices.  
How to create and build new devices.  
How to make Imagination create for Literary Ability.  
How to make Imagination suggest improvements in business, the home, your environment, conduct.  
How to look into the Workshop of the Mind — and give ideas and thoughts Practical Creation.  
How to cure diseased Imagination.  
How to banish unhealthy mind states.  
How to banish fear of Men, Ill Luck, Death, Hell, Misfortune.  
How to arrive at best decisions.  
How to use the power of deliberation.  
What Francis Bacon said you must do to work (influence) any man.  
The First Principle for success in contact with others.  
The Mental Attitude you must hold to impress people.  
The Secret of Control of Others.  
How permanent Influence over others is secured.  
The Best Rule in the Control of Others.  
The FIFTY-FOUR MASTER RULES in the control of others.  
The chief difficulty of Public Speaking.  
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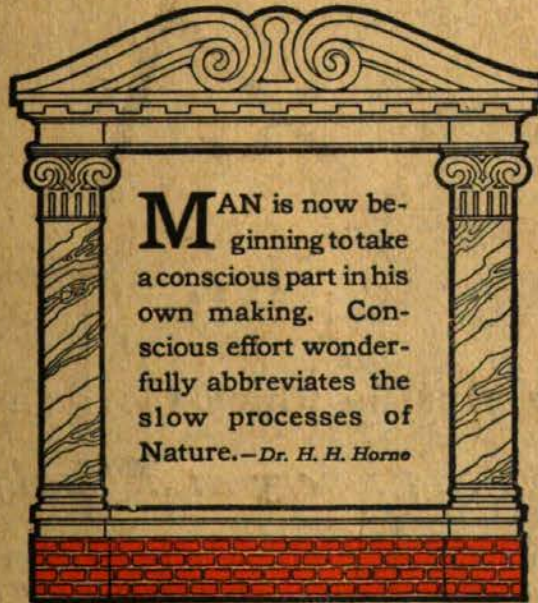
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# CONTENTS

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SHELDON'S BUSINESS PHILOSOPHER AND SALESMANSHIP

MARCH, 1911

COMPENSATION'S GLASS.....	Frontispiece
By Arthur W. Newcomb	
EDITORIAL.....	121
By A. F. Sheldon	
"WE PUT IT IN THE BOX"—A DIFFERENT KIND OF ADVERTISING	127
By Arthur W. Newcomb	
THE ANNUAL REPORT THAT MADE YOU WEARY—LESSON IN IT	131
By Thomas Dreier	
BASES OF JUSTICE AND HARMONY BETWEEN MAN AND MAN.....	134
By Sheldon Leavitt, M. D.	
THE DOVER SERVICE TO THE DEALER—HOW IT BUILDS BUSINESS	137
By John E. Morris	
THE QUESTIONS OF SOCRATIC.....	139
By Arthur W. Newcomb	
SOME TRIED, WINNING METHODS OF MARKETING A NEW ARTICLE	144
By Don E. Mowry	
THE LAWS OF TEXTURE APPLIED TO HUMAN NATURE.....	147
By Dr. Katherine M. H. Blackford	
ECONOMIC DEMOCRACY IN PRODUCTION AND DISTRIBUTION.....	151
By Charles H. Ingersoll	
LESSONS FROM LIFE IN CAPSULES—HOW THEY WON SUCCESS....	155
By William A. McDermid	
PRENATAL CULTURE OF THE CHILD—LAW OF THE THREE THREES	157
By Anna G. Sheldon	
THE CITY MAN CAN BECOME HIS OWN HORTICULTURIST.....	162
By H. H. Lilienthal	
LETTERS OF A SALES AND ADVERTISING MANAGER.....	165
By George H. Eberhard	
SMALL CHANGE FOR THE MENTAL CASH REGISTER.....	167
By Dr. W. A. MacKensie	
LOOK FOR YOUR COMPETITOR'S GOOD POINTS.....	171
By E. N. Ferden	
PRESENT CONDITIONS AND FUTURE POSSIBILITIES OF TRADE WITH CHINA.....	173
By Dr. Gilbert Reid	
WHAT OUR LIBRARIES NEED—PRACTICAL BUSINESS LITERATURE	177
By O. J. Vogl	
GOOD ADVERTISING EARNS BIG DIVIDENDS EVEN IF IT IS COSTLY..	179
By Orville Allen	
THE PHILOSOPHER AMONG HIS BOOKS.....	181

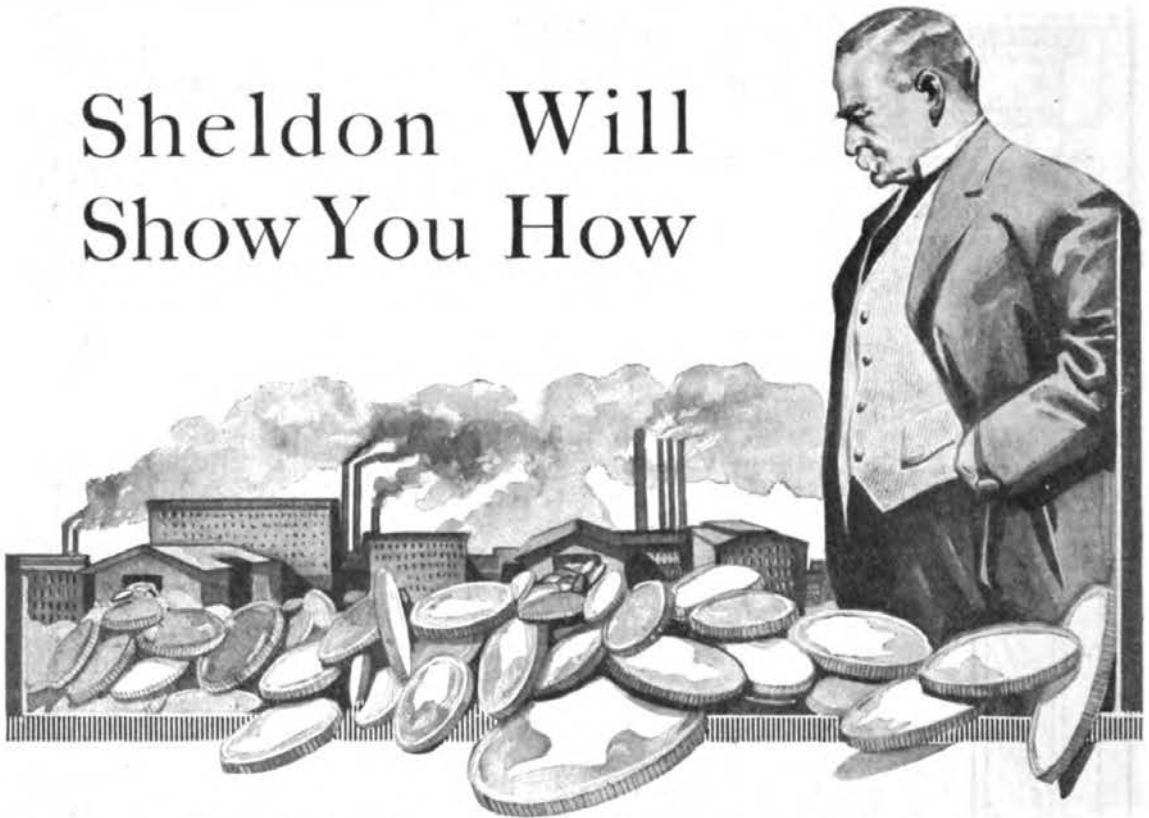
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More money, bigger salaries, bigger profits are all the result of better salesmanship. If you will spend a few minutes of your spare time with Sheldon to master the fundamental principles of how to sell your product or your services to best advantage in the best market, you can immediately put yourself on the way to more money.

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In your spare time at home you can master the fundamentals of business success through a series of fascinating lessons without any heavy problems to work out.

You can readily put your finger on the difficulty that stands between you and more money or more prospects.

Sheldon wants to point the way for you—he wants to mail you a copy of *The Sheldon Book* now, Free of all expense, if you will agree to read it.

more than ability and hard work to make a big success. Hundreds of hard working, willing men of ability are pushing a pen over a lot of books when they ought to be pushing a business.

If these men only knew it, there's a way to analyze their own success qualities, a way to understand the every-day operation of business laws, a quick and easy way to

This book is a key to *The Sheldon Courses* in Salesmanship, Business Building and Man Building. It's an opportunity to "look into" *The Sheldon Proposition* at no more expense than a two-cent stamp.

Place one on a letter today and get your copy. Fill out this coupon and mail it *today*. You ought to have this Free Book now.



## The Sheldon School

1047 Republic Building,  
Chicago, Illinois

**The Sheldon School, 1047 Republic Bldg., Chicago**

Please send me FREE copy of *THE SHELDON BOOK* and full information regarding Sheldon Methods.

Name .....

Street .....

City..... State.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# "I Would Give Thousands of Dollars to Know Men"

**T**HE managing proprietor of a large factory recently entertained a student of the Science of Character Analysis, formulated and taught by Dr. Katherine M. H. Blackford. The two walked through the plant.

"I will introduce you to the heads of my departments," said the Big Man, "and afterwards I want you to tell me what you can about them."

When they returned to the office the student said:

"Two of your men are unfit for their positions. So-and-So is a hard worker, conscientious, skilled, thorough and accurate. He takes no account of his own time and energy, and is always on the job. But he is a poor executive, doesn't control his men, can't get their confidence, and his department falls far below the standard in quantity and quality of output.

"The other man, head of your ——— department, is also industrious and skilled. He is a splendid executive, and gets the maximum of efficiency out of his men. But he can't be trusted. He is untruthful, and is unreliable in money matters. He is cunning and hard to detect in his dishonesty, but you know that he is robbing you.

"Your other heads of departments are all good men for their jobs."

"You have hit the nail on the head in every case," said the Big Man. "I would gladly give thousands of dollars to know men as you do. It has cost me months of time and a pile of good money in actual losses to learn about these men what you saw at a glance."

## How Much Would You Give?

How much time and money does it cost you to learn the true character and capacity of your employes? Your customers? Your clients? Your business associates?

How much would you give to be able to read them all at a glance? To know the worker, the executive, the artist, the detail man, the salesman, the honest, the dishon-

est, by infallible indications instantly seen and interpreted?

How much would it be worth to you to know how to combine human chemicals in your organization most effectively?

What would you be willing to pay to be able to know, scientifically, just what profession or occupation that boy of yours ought to follow?

These things need no longer be matters of blind ignorance or groping guesswork.

**Dr. Katherine M. H. Blackford**

has formulated the Science of Character Analysis, and has taught it, successfully, by personal instruction, for several years.

She counts among her satisfied and enthusiastic students thousands of the leading business men of the United States and Canada.

Dr. Blackford writes about the Science of Character Analysis exclusively for

## The Business Philosopher

She began a series of twelve articles on the subject in the November number. These articles have awakened widespread interest among business men, educators, parents and others.

You can get *The Business Philosopher* for one year, beginning with the April number, which will contain Dr. Blackford's sixth article on Character Analysis, and all the back numbers containing this series, for Two Dollars and Thirty Cents, if your subscription reaches our office on or before the 31st of March, 1911.

This is your great opportunity. Send the Two Dollars and Thirty Cents today. Use this coupon.

Sheldon University Press, Libertyville, Ill.

Here is Two Dollars and Thirty Cents (\$2.30), for which send me THE BUSINESS PHILOSOPHER for one year, beginning with April, 1911, and back numbers from November to March, inclusive.

Name .....

Address .....

City and State.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

30 Editions Since Publication

# It is Only Once in a Decade, not Oftener, that a Really *Great* Book is Written—this is One

We want you to read Jules Payot's "EDUCATION OF THE WILL," *because it is a great book.* No matter what your present position in life may be, this book will help you to greater achievement—greater success.

**If** after reading "The Education of the Will" you tell us that you have not been benefited, have not been inspired to higher, nobler thoughts, have not been clearly directed to a better standard of life, *send the book back to us and we will refund the purchase price paid by you.*

The author, one of the foremost educators of France, proves that character is not wholly a matter of birth or heredity, but that through the education of the will, character can be formed and developed to the highest degree.

All that is necessary is that one possesses the *desire* for mental superiority.

No matter how richly endowed you may be mentally you can only go as far as your *will* will carry you.

If you follow the suggestions in this book you can secure mastery of your will, and that means not only spiritual but worldly supremacy, because your

*will* is the *force* that *drives* and *directs* your faculties; the higher its development, the more profitably you may *capitalize* your talents.

While the author's thesis is based upon the soundest laws of psychology, the book is written in plain, frank language, unclouded by abstruse scientific terms, and it is easily understood by the ordinary reader.

Every father and mother should *insist* that their children, from seventeen years of age upward, read this book not only *once* but several times.

**CAUTION**—Be sure that it is *Payot's* book that you buy as there is another book with the same title, but which has no relation to this.

THE EDUCATION OF THE WILL, by Jules Payot, Litt, D., Ph. D., translated from the French by Smith Ely Jelliffe, M. D., Professor Clinical Psychiatry, Fordham University, New York, 12mo, cloth, 450 pages, \$1.50; post-paid, \$1.60.

**Sheldon University Press, Area P. O., Rockefeller, Ill.**

# Ring the Bell Every Time

**W**HAT is it worth to you to be able to ring the bell every time you strike for a customer's order? What is it worth to you to be able, when he puts forth an objection, to knock that objection sky high with the irresistible force of a selling argument that has been tried and proven by the best salesmen of the best concerns in the world—concerns whose names are household words by reason of the enormous sales these very selling arguments have brought them?

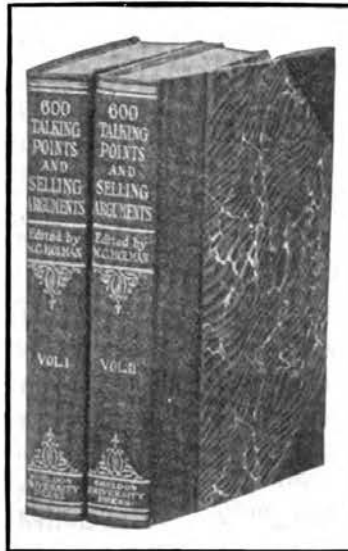
## What is it Worth to You:

—To know in advance the objections your prospect will make and the best answer to each that has ever yet been discovered.

—To have a number of answers (in some cases as many as twenty to thirty) to each objection—all irresistible—600 irresistible selling arguments?

—To know that every one of these arguments has been evolved by years of hard experience—improved and made stronger by constant successful use?

—To know that many of these arguments cost thousands of dollars in experience before they were discovered and perfected—and that many of them have sold millions of dollars worth of goods?



## Every Page Coinable Into Money

A chemical formula written on the back of an envelope may be worth a fortune; a few figures giving the combination to a safe may unlock a door with millions behind it. Every page of this book contains a selling formula that you can coin into ready money. Every one of these 600 irresistible arguments opens a door that will lead you to more sales and more commissions. You could well pay, if you had to, a greenback for every page of this book; but the cost to you is slight.

**Sign This Coupon** —Can you afford to pay one-half cent for an argument that has sold thousands of dollars worth of goods—an argument whose discovery cost hundreds or even thousands of dollars in time and experience and actual money of star salesmen and great concerns.

—An argument that will surely close sales for you—that may clear you a hundred dollars in commissions the first day you use it, and hundreds or even thousands of dollars as you use it over and over again, throughout the entire year and for years to come.

Can you afford to pay one-half cent for what is worth anywhere from \$10.00 to \$1,000.00 in actual money-making power to you?

## Then Sign This Coupon and Mail Today

THE SHELDON UNIVERSITY PRESS, Libertyville, Illinois

Enclosed please find \$4.00 for your Two Big Volumes of Six Hundred Talking Points and Selling Arguments.

Name.....

Address, etc.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Plan to Come to the Sheldon Summer School This Year

**N**OW, that is my hearty word to you — whoever you are — reading this page.

And I am going to give you the reasons — some of them. I couldn't give you them all if I used the whole magazine.

First of all, it is agreed that you will take a vacation this summer, isn't it? That being settled, the next thing is to decide where you will go.

Where you can get the most for your money — isn't that right?

Now, just figure up all the things that make a vacation ideal. Take your time about it. Get them all down in the list. Then see if the list I set down here doesn't equal yours, almost item for item, with a few thrown in for good measure.

Here is my list:

The open air, the forest, the meadows, a lake, good roads, quiet, comfort, convenience, good food, good water, fishing, horseback riding, sailing, canoeing, swimming, base ball, tennis, basket ball, cross country, dancing, good company, music, simplicity, quick transportation.

Now add to all that the fact that at Sheldonhurst, on the shores of Lake Eara next summer, you will get the personal instruction of Mr. Sheldon and his chosen staff of specialists in man building, business building, salesmanship, character analysis and practical business methods, and where can you beat it?

The business world has paid Mr. Sheldon about two million dollars in the last nine years for his man building and business building ideas.

Why?

Because he has helped people to make more money.

Wouldn't it be a great combination to get the finest kind of a vacation, and, at the same time, get the personal instruction of a man like that?

And you can, at the Sheldon Summer School — and at a very modest expense.

You see, I speak confidently.

This is not an experiment. Mr. Sheldon conducted a Summer School at Sheldonhurst during the summer of 1909. And, although it was the first, it was a great success. Then he conducted the second session at Sheldonhurst during the summer of 1910. The enrollment was more than twice as large as in 1909, and everybody present said he had the time of his life. I am going to print a few letters from the students themselves, so you will not need to take my word for it.

But before I yield the floor to them, let me tell you some more about this school.

Sheldonhurst is only thirty-five miles from Chicago, the greatest commercial object lesson of the age — or any age.

There are two hundred acres of forest, one hundred acres of lake, and nearly seven hundred acres altogether in the Sheldonhurst estate — and it is all yours during the Summer School.

The camp is reached by Chicago, Milwaukee and St. Paul; St. Paul, Minneapolis and Sault Ste. Marie, and Chicago and Milwaukee electric railways. The stations, Libertyville, on the Chicago, Milwaukee and St. Paul; Rockefeller, on the "Soo," and Sheldonhurst, on the Chicago and Milwaukee electric.

Now, here is what some of the students of last summer's school have to say:

**"Better Than Any Vacation I Ever Spent"**

This, by E. A. Florang, president of the Burlington Basket Company, of Burling-

ton, Iowa, puts it pretty strongly. But if you had been there, you would know why none of them can find words expressive enough to tell how much they enjoyed and profited by the school. Come and try it for yourself.

I enjoyed the two weeks at your camp better than any vacation I ever spent in my life. The lectures were a positive treat and you can look for from four to six people from our firm to attend your next year's Summer School.

### Never Spent More Profitable Time

Honestly, now, wouldn't you like to be able to write a letter like this one by Orloy A. Freeman, of Joplin, Missouri, after the Summer School this year? Better be counting on it.

With all sincerity, I can say that never have I spent two weeks more profitable than the time I put in at your Summer School this year. It was real recreation gained without losing a moment of time. Only after I had promised myself to be on hand again next year did I become reconciled to leave Sheldonghurst on the Wednesday morning following the close of the School, and if all goes well, I will be with you three months next year instead of two weeks.

### "The Days Were Golden"

Homer Kessler, with the Chicago office of the Central Union Life Insurance Company, puts his feeling briefly, but strongly, in these words:

My experience at the Sheldon Summer School was indeed a delight. The days I was in attendance were golden.

### A Big Ratio of Service to Cost

Morris Kobacker, furniture dealer, from Flint, Michigan, brought his family and was with us throughout the session. And this is what he wrote when he got home:

Am home and feel more capable of being in a harness than I was before I had that delightful vacation and season of instructions at your Summer School. I feel under great obligations to you and your able associates. You certainly practice what you preach, namely, "Service."

I have certainly received fully \$16.00 worth of "Service" for every \$1.00 that I have paid.

### Make Your Reservation Now

Tuition, tent and board for the session will be forty-five dollars. For shorter periods, three dollars and seventy-five cents a day—board, two dollars a day. Children under fourteen years, half price. The payment for tuition by the head of the family includes the other members. Board at the big table and a good tent will be ten dollars a week for those not paying tuition.

Boats furnished free.

Art Koon's famous saddle horses, seven-five cents for the first hour; forty cents for each additional hour. Single buggies, one dollar for the first hour; seventy-five cents for each additional hour.

The Sheldon Summer School session for 1911 opens on Monday, July 3, and closes Saturday, July 15.

Make your reservation now, if possible. Anyhow, send it in just as soon as you can decide to come, so that a tent may be provided for you, and a plate laid for you at the table.

Bring your old clothes, tennis racquet, fishing tackle, walking shoes, riding habit, camera, swimming suit, mandolin, guitar, good appetite, a merry heart, family and congenial friends.

Use this coupon in making your reservation:

SHELDON SUMMER SCHOOL  
Libertyville, Illinois

Make reservation for.....persons  
in a good tent, also a place at the table.

.....Men.....

.....Women.....

.....Children.....

# Compensation's Glass

By ARTHUR W. NEWCOMB

Lonely a pilgrim toiled along the way  
Across an unknown land. He sought the Height  
His eyes had barely glimpsed across the miles  
And through the mists of years that hung between.  
Hardships and terrors shrieked and hissed their threats,  
As he began the long and arduous climb.  
Lashed by the winds and stung by sullen cold;  
Drenched by floods and burned by brazen suns;  
Torn by the thorns and gashed by treacherous rocks;  
He struggled day by day 'till, numbed by pain,  
He scarce could feel the tortures he endured.

Then fiercer anguish roused the torpor of his soul.  
Slow famine stole away his ebbing strength;  
In blinding snows, and darkness like a pall,  
He lost his way and wandered 'till he fell,  
Frozen and spent and almost glad to die.  
And yet he rose and weakly stumbled on  
'Till morning came and showed again the Height.

A valley fair and fertile met his sight,  
With sunny leas and flowers and rarest fruits.  
Refreshed, he lingered there, and thought to stay;  
But sunset's light revealed again his goal  
And flung him eager on his upward way.

Now sharper claws and teeth the mountain showed  
To tear and rend him from his task.  
False lights befooled and led him far astray  
And then went out. He reddened all the path  
O'er which he groped to find the trail again.  
Then crazed with thirst, he chewed his crackling tongue;  
Choked with bitter dust, he fell face downward on the earth,  
And once more prayed to die. But up again—  
The vision of the Height compelled his will.  
And thus he toiled and suffered 'till at last  
He won the goal of all the anguished years—  
Scarred and battered, weary and worn and faint—  
Looked his Compensation in the eyes  
And smiled; then turned and viewed the way he came,  
While Compensation held her magic glass  
Before his searching eyes. And all he saw  
Was that fair vale with fruits and flowers rich,  
Where he had rested one brief little day.  
Forgot was all his pain. He laughed and said:  
"It's been a pleasant journey all the way."



# The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME VII

MARCH, 1911

NUMBER 3

## *By the Fireplace*

*Where We Talk Things Over*

**I**F THIS magazine has any right to exist at all, then it must prove that right by attacking and helping to solve the problem of success in business for its readers.

The task is a big one.

It is said that ninety-five out of every one hundred people who live to middle age fail to make a true success in life.

Whether the figures accurately represent the fact or not, it is true that the tragedy of disappointment, disillusionment and hopeless failure is written in the dull eye and care-lined face of almost every middle-aged man or woman you meet.

I know that all the woe of humanity is not due to lack of money. And yet poverty and financial worry are the sources of about all the different kinds of unhappiness there are. Conversely, so closely are all human interests interwoven, that about every other kind of suffering is a contributing cause of commercial failure.

It is for these reasons that THE BUSINESS PHILOSOPHER has, from the very first, viewed the problem of human existence as a whole.

It is plain that there can be no real success in business unless the whole life is a success, and there can be no

success in life unless one's business is successful. I have tried to keep this in mind during the six years and three months of this magazine's existence.

The more I have studied the problem of success, the more clearly I have seen that such things as accounting, organization, financing, selling, advertising, system and all the rest of the technique of business, play a comparatively small part in the winning of success. The real sources of power lie in the intellect, feelings and will, in the body, and in the social, civic and economic relations of the man behind the business. Make those right, and the technique of business will take care of itself.

And so THE BUSINESS PHILOSOPHER has been consistent in devoting the greater part of its space to the man himself. Its pages have been frankly inspirational, as well as instructive; have discussed the deeper significance of living, as well as ways and means of selling goods; have treated of man's relation to other men in human brotherhood, as well as in their relation as partners, employers and employes, salesmen and customers; have thrown light on economics and business, as well as economy in business; and have laid

the emphasis upon making a life rather than making a living.

That our readers have approved of this editorial policy is evidenced by our constantly growing subscription list, with its heavy percentage of renewals, and by the never-failing stream of commendatory letters that flows in upon us. My co-workers on *THE BUSINESS PHILOSOPHER* join me in saying that your saying that you have been helped by the magazine makes the work a delight and improves its quality. Not only that, but your approval of the policy of our magazine insures to you that it will be continued, and the quality of work under it constantly improved. This by way of parenthesis. Now to return to my subject.

I was laying emphasis on the fact that the technique of business is of little importance, compared with man and his relations to his environment. That is true. But let me add to it the statement that the technique of any business is an important out-working of the ability, reliability, endurance and action of the men engaged in that business.

YOU WILL remember that I have frequently given you the four fundamental laws of success. They are:

- Know yourself;
- Know the other fellow;
- Know your business;
- Apply your knowledge.

In these talks By the Fireplace and in many of the contributed articles every month we have devoted a great deal of space to helping you to know yourself. We have pointed out to you the way of self-improvement through self-knowledge.

In the series by Dr. Katherine M. H. Blackford on the Science of Character Analysis you are learning how to know the other fellow in a scientific and accurate way.

We do what we can to assist you in knowing your business, but it is obvious that we can do little more than suggest. Each man's business is peculiar to itself, although all are built upon the same fundamental principles. Thorough and accurate knowledge of your business, therefore, can come to you only through a minute study of every phase of it.

I wonder just how carefully you have made that study of your business.

From extended observation among men and corporations, I feel quite safe in saying that the great majority of men and women in business, whether employers, employes or professional people, know very little about their own business.

This statement may startle you. But it is true.

Go to anyone you know—no matter whom—and ask him some questions like this:

- What have you for sale?
- Of what is it made?
- How is it made?
- What do the raw materials cost?
- Where are they procured?
- What is the cost of transporting them to the place where they are manufactured?
- What is the process of manufacture?
- What does it cost?
- What are the uses of the article?
- What is its intrinsic value?
- What is its value compared with the offerings of competitors?

Who are the possible users of what you have to sell?

How do you find them?

Do you sell to them direct, through salesmen, by mail, through jobbers or through jobbers and retailers?

What does it cost to sell each unit?

What does it cost to keep accounts and make collections on each average unit sold?

What percentage of waste, spoilage and accounts non-collectible does each article sold have to bear?

How is your commodity advertised?

What is the average cost of an inquiry?

What percentage of inquiries result in sales?

What share of the insurance on your store or factory should each article sold bear?

What share of rent? Of light? Of heat? Of the telephone bill? Of janitor service? Of the office boy's salary?

These questions are general in their nature, but they give a little idea of what every man ought to know about his business. They would not apply in exactly this form to every business. On the other hand, many more questions, much more specified and detailed, could be asked were the nature of the business known.

Take, for instance, the case of a young man in business for himself, in one sense of the word. That is to say, he is going into the market to sell his services. What ought he to know about his business?

Well, suppose he were able to answer the following questions:

What have I for sale?

Of what do these services consist?

How and where can they be used to the best advantage?

What are the usual wages paid for such services?

What are the highest wages?

What is the reason for the difference?

Can I offer services that will command the highest price?

If not, why not?

Can I prepare myself to command such a price?

What will it cost?

How long will it take?

Will it pay?

What are the prospects for future advancement in this work?

Are they sufficient for the growing needs of my family?

What steps must I take to secure that advancement?

What will they cost?

Will it pay to take them, considering the advancement sought?

If my present line of work does not promise enough for the future, what talents have I, developed or latent, that can be made to produce more?

How and where must they be trained?

What will it cost?

How long will it take?

What is the best way to make the change?

What does it cost me to live under present conditions?

How much will it cost under the new conditions?

Will it pay to make the change, considering the new cost of living?

What particular kind of work in my line pays the best?

Can I do that kind of work?

Can I prepare to do it?

In how many ways can I make my services more valuable?

What is the best way of presenting my case to the employer to whom I wish to make the sale?

How can I best convince him that I can render 100 point service?

What can I do now that will make my business more profitable now? Ten years from now?

How many business men and employes know their business well enough to answer such questions as these intelligently?

And, after these general questions have been answered, how many can go further and answer the thousand and one specific questions about their business that they ought to be able to handle off hand?

JUST TO give you an idea of the minuteness with which successful men know their business and the results, let me tell you a little about the printery where THE BUSINESS PHILOSOPHER is put into its attractive dress, that of Eugene Smith Company, of Aurora, Illinois.

This firm began business only a few years ago with two little job presses and very little capital. Today the plant is the largest in the city of Aurora, with the best and most up-to-date equipment, and doing a profitable business as large as the capacity of the plant will permit.

Now, it is a well known fact that the majority of printers can only guess at what it costs them to turn out a job of printing.

It is also a well known fact that most printers run along for several years, not knowing whether or not they are making money until the question is summarily settled for

them by the sheriff. The same thing is true of many other kinds of business, of course, but the printing business is a good example.

It is a well known fact that you and I can go out to half a dozen printers with the same job, getting estimates on the price of doing it, and find a variation, at times, of two or three hundred per cent between the maximum and minimum prices quoted.

Why?

Because few printers know how to estimate. They have no definite knowledge of what it costs them to do the work, and so can only make a bold stab at it. A great many printers let their competitors fix their prices.

But the Eugene Smith Company business was not built up in that way.

In this plant there is a simple, easily operated and almost automatic system that tells the manager these facts about every piece of work done in the plant:

To the fraction of a cent, just how much that job must pay for rent, light, heat, insurance, interest on investment, telephone charges, advertising, selling expense, accounting, collections, management, supervision, deterioration of equipment, idle and non-productive time of operatives and machines, freight, express, wrapping, handling and shipping, janitor service, taxes, etc. All these are apportioned according to the number of hours spent in the actual production of the work, down to one-tenth of an hour, and to the departments of the plant where the work is done.

The total cost of each hour's time spent in actually producing the work, estimated in hours and tenths of hours.

The actual cost, including waste, spoilage, deterioration, interest on investment, handling, purchasing, accounting, etc, of all material entering into the manufacture of the job, including paper, ink, thread, staples and all other stock.

All this is accurate, reliable, definite knowledge, based upon exact records. There is no guess work—no more estimating.

Now, let me tell you some of the results of this kind of knowledge.

In the first place, the manager knows, every day, whether he is making money or not. That is fundamental.

He knows how much to charge for any product in order to make a profit on it.

He knows just what kinds of work pay the best profit and on what kinds there is little or no profit, or a loss. This is something that very few printers know—in fact, few men in any kind of business. I have known of many firms that were throwing all the energy and power of their organization into the building up of one or two departments of their business, when an accounting showed that there was little or no profit in it. Meanwhile some neglected part of the business was paying a big percentage of profit and could be made to pay more.

He knows what machines are the most profitable to install.

He knows just what every worker in the plant has been doing during every tenth of an hour for which he is paid.

He knows just when any operative or machine has been idle, for how long, and why.

He knows where any job has been delayed in process of manufacture, for how long, why, and who was to blame.

He can detect at once any leakage of time, trace it to its source, and correct it.

He knows just what each operative is producing, whether or not he is earning his wages, and when and how much to increase his pay.

All this gives the workers an incentive.

Where the records are so accurate and so complete every man and woman in the plant is playing a game. He yearns to beat his own record of yesterday—of last week—of last month. He strives to beat the record of the one next to him. And he is on the alert to see that none of the delays and leakages of time are charged up against him. Of course, this spirit is not wholly the result of the system. I can see how some managers might use the same system to make hypocrites and shirks or rebellious grumblers of their helpers. But, without the system, even the best management could not get the results that this company is enjoying.

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JUST ONE more example of knowledge of business as a step to success. I take it from what I saw in a large department store in Boston during one of my visits to that city.

Mr. William R. Briggs is the superintendent of the big store of the Shepard-Norwell Company. One of his duties is to look after the efficiency and wages of every one of the hundreds of salespeople in the store.

By a simple system, he has, right at his finger-tips, the record of every one of them for every week of the

year. This record shows just how many cents in wages this salesperson received for every dollar's worth of goods he or she sold. That, of course, would vary with the season, and in different departments. It would be unfair to judge all employees at all times by any fixed standard.

The method employed by Mr. Briggs is fair to all, because the work of each is measured by the average wage drawn in that department, for that particular time, for each dollar's worth of goods sold. That tells him who are the salesmen and who the order-takers—who needs a word of encouragement and who an increase in salary—who should be dismissed and who promoted. No guess-work, no favoritism, no personalities about it.

SUCH EXACTITUDE and accuracy of knowledge as we have been discussing is the mark of practically every successful business today.

The day of guess work and the rule of thumb has gone.

The man who thinks that he has come "near enough" to the actual facts is left behind in the race by those who *know*.

Knowledge of your business, however, depends upon something deeper than figures and statistics. The

figures and the system that produces them must be economical, direct, simple, accurate, adapted to the business, and must furnish exactly the information wanted in the form wanted.

There are thousands of elaborate and costly systems that are a burden to the business and furnish neither accurate nor useful information.

It takes observation, judgment, reason, memory and imagination to devise and work out the details of a practical and useful system. It takes industry, persistence, concentration, patience, cheerfulness, kindness, firmness, tact and many other qualities to apply the system and make it work.

Only the man who has developed his positive qualities, therefore, can know his business.

It all comes back to a question of the degree of ability, reliability, endurance and action.

And these, as we have so often seen, are the result of education.

For you and for me, then—for the rising generation—the price of success is in the nourishment and use of the qualities of mind and body with which we have been endowed.

Let us get action on ourselves—action on our business follows by natural law.

**Perseverance is mental rubber—though pressed or dented it always returns to its original form.**

—R. P.

# "We Put it in the Box"—A Different Kind of Advertising : *by* Arthur W. Newcomb

*How H. D. Foss & Company, of Boston, Built Up a National Reputation for High-Grade Chocolate Confectionery in Fourteen Years*

**Y**OU have heard of all kinds of advertising plans—some of which were successful—most of which were not.

You have here the story of a different kind—and a kind that has been successful.

"Some firms make money by burning their advertising appropriation as incense upon the altar of the great god of the publicity world, Printer's Ink," said Charles D. Rice, treasurer of H. D. Foss & Company, to me. "We put it in the box."

In other words, this concern takes the money and invests it in additional purity, toothsome-ness and workmanship for their chocolates and other goods.

Now, I will admit that I am talking rank heresy. I know that nearly every living advertising solicitor would tell me, with convincing logic, that the way to build a successful business is to buy printer's ink—and especially his brand—putting the extra quality into the box just the same, and letting the increased business pay for it.

And I believe fully that Mr. Solicitor would be right about it—in most cases.

But the whole business world is too prone to walk in the beaten paths—to worship at the shrine of tradition.

The experience of H. D. Foss & Company proves that it is possible to spend the advertising money in an unorthodox way and succeed.

Please take very careful note of the fact that I say nothing about this concern making a success without advertising. That would be an impossibility.

Advertising, according to Elbert Hubbard, is the instruction or education of the people as to who you are, what you are, and what you have to offer.

Now H. D. Foss & Company are educating the people as to who they are by means of traveling representatives, of whom I am to tell you a little later. What they are and what they have to offer, they are teaching by "putting it in the box." Their success has come by obedience to the funda-

mental laws and principles of business, but they have worked out the details in a different way from most firms.

You may be sure, always, that every truly successful business is built upon the solid foundation of law.

## The Men Who Built the Business

I had heard much about H. D. Foss & Company, of Boston. I had eaten their Premiere and Quality Chocolates, purchased at one of our leading drug stores, right here in Libertyville. So, when I was in Boston the other day, I looked them up. I wanted to know more about how they had done it.

Fortunately, I found both Mr. Charles D. Rice, the treasurer of the company, and Mr. Herbert D. Foss, president and sales manager, in their offices. And while it was in the midst of their busiest season, they were good enough to consent to tell me a little about it.

About fourteen years ago Mr. Foss was a wholesale confectioner in Boston. He knew little about the confectionery business except as a distributor of candy. At the same time Mr. Rice was in the lumber business and knew nothing about candy—except as a sweetmeat—but was an unusual organizer and executive.

Seeing an opportunity for a profitable business with fine candies, and especially chocolates, they formed a company, got together a little equipment, and began the manufacture of Premiere and Quality Chocolates and some other lines of candy.

And there in the office of the company I was shown the first two chocolates dipped fourteen years ago.

"These are the same in quality and workmanship as those we are selling today," Mr. Rice told me. "They were the very best of their kind that money and skill could produce, and there is no way of improving upon that. If we learn anything new, we make it into a new piece, with a



new name. One of our strong features with our customers is that our goods are absolutely uniform."

So painstakingly is uniformity sought that you might buy a pound box of Premiere Chocolates in San Francisco and another one in Porto Rico and find not only the same quality, but practically the same number of pieces arranged in exactly the same way.

#### How the Goods are Sold

But I wanted to know about their selling plan. If they didn't spend any money in printer's ink, how on earth did people ever learn about their goods, no matter how fine and uniform their quality might be?

"Our sales are entirely through dealers," said Mr. Rice, "but we never forget that our money comes from the people everywhere who eat chocolates. Our policy is not to persuade the dealer to buy, so much as to help him sell our goods. We are constantly studying the best methods of retailing Quality and Premiere Chocolates. Our men on the road are always on the lookout for successful ideas of displaying and marketing the product. These are reported to our sales department, and then passed on to the entire sales force. From the sales force they go to the dealers who sell our goods and are put into practice.

"It isn't the goods the dealers buy that we make our money on, it's the goods they sell. And our sales force is really a corps of teachers, instructing retailers how to sell Premiere and Quality Chocolates."

Is it necessary for me to comment upon that policy?

How many manufacturers and wholesalers load up the dealer with all the goods they can persuade him to buy, and then leave him to work out his own problems as to disposing of them at a profit? That is not so common as it used to be, but I see a great deal of it, even yet, as I watch the work of traveling salesmen.

I know it is hard for the average salesman—and even the average sales manager—to lose sight, almost entirely, of the immediate sale and to look only upon the aggregate sales, not only for the year, but for a succession of years.

And it is because it is so hard that it is so rare.

And it is because it is so rare that a firm following that policy, as H. D. Foss & Company have, make such a phenomenal success—building up a business of world-wide reputation from that small start fourteen years ago.

#### The Success Value of Harmony

But there are other reasons for the success of this firm, as I found when I began to scrutinize their methods a little more thoroughly.

And I believe that one of the fundamental causes is harmony.

Mr. Rice, I discovered, is a princely character. In addition to being a master of system, order and efficiency in methods, he is a philosopher, a humorist, an epigrammist and a real altruist. Also, he has immense respect for Mr. Foss' ability as a sales manager, and leaves all that part of the work, together with the publicity of the business, to him without asking any questions.

Mr. Foss, I likewise discovered, is a rare personality. Big, strong and clean, he is a master of men, has the gift of teaching, attracts and wins people instantly, and knows human nature. Also, he has great respect for Mr. Rice's ability as an executive, and leaves to him the entire management of the factory and office without interference. So there is perfect harmony between the official heads of the house.

And, of course, that harmony expresses itself throughout the entire institution. Just to show you that it does, let me tell you that some of the company's employees have been with them for the entire fourteen years of their existence. Many others have been with them for long periods.

Here are some of the concrete ways in which harmony finds expression:

All through the plant, authority and responsibility are commensurate. In other words, the management, while holding every superintendent, foreman, forelady, and even the janitor, responsible for results in his department, never interferes in any way with his authority in that department.

All employees are made to feel that the house is interested in them personally—not merely to the extent of getting the most efficient service from them, but because they are human beings and belong to the great brotherhood of man. When they are sick,

firm not only pays them for their time, but Mr. Rice actually goes to them, himself, and takes their pay to them. And this gives him an opportunity to see whether there is any other service that he can render.

Exact records are kept of the work of each employe, so that promotion and increase in pay are not delayed when they are deserved.

Every possible effort is made to help the employes to increase their efficiency. Classes are formed for study, instructors and lecturers are engaged, and books and magazines purchased.

These are only some indications of a spirit of mutual helpfulness that finds its expression in many ways.

And how does this spirit of harmony express itself through the employes?

Why, they, like the management, "put it in the box."

You can taste it when you eat Premiere or Quality Chocolates.

#### "It's Cheaper to Move than to Pay Rent"

This homely old saying is given a new meaning in the business economy of H. D. Foss & Company.

"Many manufacturers," explained Mr. Rice, "either build their own premises or lease large quarters for long terms, providing, in both cases for the future growth of their business. The result is that, if they build, they have a large sum of money tied up in unprofitable investment for the first few years of their occupancy. They have no real use for the space they expect to fill when they have grown big enough, so it is just so much dead capital. If they take a long term lease, they are paying rent on space they do not use for the first few years of their term. Our policy has been to rent quarters to fit our business, and for short terms. And we find that it is much cheaper to move every three or four years than to pay rent on space we do not occupy. And what we save that way, we can 'put in the box,' too."

#### The Spirit that Dominates

I wonder if you can get the spirit in these words of Mr. Rice. If you do, can you find the same spirit in this remark of Mr. Foss, made to me with great earnestness?

"A great factor in our success has been true salesmanship. Salesmanship is a great science, and the practice of it a great profession. And, fundamentally, salesmanship is knowledge of human nature."

Here is another of Mr. Foss' remarks:

"You can make a line of chocolates so fine and so superior that they will fight their own way slow but *strong* and continue to grow stronger and stronger just as long as you continue to give the same value.

"Change your price if you must but *never* your quality.

"Or you can make an ordinary line of chocolates and spend the difference in *printer's ink* and build up a business, but it won't be strong enough to stand unless you continue to use a lot of ink. When the ink stops flowing the business which has taken many years to build falls quickly, as it has but few genuine friends. Not so when your business is founded on quality."

Think into both of them, and into the rest of the story of this firm, and you will see that the great ideal of these men, all the way through, has been service.

When they took their advertising appropriation and "put it in the box," the purpose was to render better service to the customer.

When they built up their system of helping dealers to sell goods, it was with a spirit of service to the dealers—and in the end, to the public.

The harmony in the institution, from the top down, is there because of the individual and collective desire to serve.

Mr. Rice has evolved a perfect system of cost-accounting, stock-keeping, manufacturing and purchasing, so that the firm may render better service.

The factory is moved frequently, to save paying needless rent, so that, by "putting it in the box," the company may serve better.

Mr. Foss and his selling force perfect themselves in the science of salesmanship and make a thorough study of human nature, so that they can better serve the dealers, and, through them, the public.

Of course, such a spirit as that makes sunny the whole personality of the institution. I saw the glow and felt the warmth of it when I was there and carried away with me some of the brightness of it in my heart.

# Put First Things First

By E. N. FERDEN

**W**ORK for your house first, your customers second and yourself last.

No, I am not subsidized by any employers' association, even if it would look that away.

Think of a man working for himself last! The very idea. But—

Many a man who considers himself last, by so doing really considers himself first.

Work for the interests of your house whether or not you think you can gain a passing advantage yourself by acting otherwise. Work for the interests of your customers, even if you can make a few extra dollars by acting contrarywise.

If you didn't have your house, if you didn't have your customers, where would you be?

Your interest, therefore, is, first, identical with that of the house; and when your house has been looked out for, identical with that of your customer.

The man who sells goods at cut prices when he should sell at list price may be gaining a temporary advantage in point of volume of sales, but he's working against the interests of his house. He works for himself first, his house last. But another year where is he? He gets specific instructions from the house (who are on to his game) that no more cut prices will be allowed; his customers, on the other hand, refuse to pay list price. "You cut the price last year, didn't you?" is the demand, "Why not now?" And the order passes to a competitor, probably at a list price fully as high as that turned down.

Whose loss has it proven to be? Has the house alone lost? No, the salesman as well. For in the long run salesman and house either gain together or lose together. And when they lose, the salesman who always thought of himself first loses more than the house, for the house has other salesmen to draw upon—the salesman has only himself.

Suppose it's a question of a nice two hundred dollar order and the salesman needs business badly, hasn't closed an order all day.

"This cloth looks nice," says the merchant," but it's not all wool, is it? The price seems low for all wool."

Another chance to gain a temporary advantage, this time at the expense of the customer.

"Mr. ———, it's all wool; but we're making the price low because we are overstocked."

The order is signed, the salesman gets his commission, the merchant gets his goods, and the house loses the confidence of the old customer. For the goods weren't all wool; the house never represented them to be.

The house loses one customer in several thousand, the salesman loses one in a few score. Whose loss is the greater?

It doesn't make one bit of difference whether you're selling goods on the road or behind the counter—your interest is one with the house. Look out for your house, look out for your customer, and you won't have to look out for yourself.

When mistakes are made, don't be too ready to blame your house; rather take its part and smooth the matter over with a little diplomacy. Your customer will be pacified and saved for you and for the house. Yet be fair with your customer; don't misrepresent things. If his grievance is a just one, tell your house what it is and you can be sure the management will make it right. Only don't always take sides with your customer, "right or wrong," because your house isn't always wrong. You are the ambassador whose work it is to keep up cordial relations.

Work for your house first, your customers second, and thereby work for yourself all the time.

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Every year of my life I grow more convinced that it is wisest and best to fix our attention on the beautiful and good, and dwell as little as possible on the dark and base.—*Cecil*.

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When I found I was black I resolved to live as if I were white, and so force men to look below my skin.—*Alexander Dumas*.

# The Annual Report That Made You Weary —the Lesson in It : by Thomas Dreier

OF COURSE, I really do not know your name. That, however, is a detail that need not interfere with a bit of conversation tossed between us for the passing of the time. You may be a merchant, a salesman, a clerk in a lawyer's office, a policeman, a professor in a college—well, you really don't have to tell me. It makes no difference.

If Tarford, that keen young fellow who is building up a fine little manufacturing business in your own town, should come to you and ask you to put a couple of hundred dollars into his business, you would probably remember some humorous story and let your laughter ring out like a Harvard cheer leader at the annual Harvard-Yale gridiron slaughter.

Put money into Tarford's business! The very ideal!

## Turning Down Tarford

Tarford you have known all your life. He was born in the neighborhood, graduated from the local high school, attended business college for a term, worked for the Brambert Manufacturing Company in the office and in the factory for three years, seemed to be climbing right along steadily, married a local girl, went into business for himself in a small way, made the thing go right from the start, was known to the local bankers as a sincere, earnest, hard-working, careful, honest young fellow—

Well, really, there was nothing wrong with Tarford.

He had a good business.

He saw that with more capital he could build a bigger business. He spent many a night thinking the matter over. He knew that he could keep right on with his own money and eventually build a fairly large concern. That would take time.

To him it really seemed a pity to waste all those years developing that business to a big profit-producing plant, when by the addition of a little capital it could be developed speedily and yield profit to himself and to others.

He talked the matter over with his home partner and then, like a very wise young business man, he went to his banker and told him what he hoped to do. Tarford was no fool. He did not exaggerate anything when he talked to either himself, his wife or his banker.

It seemed wise to form a stock company and sell stock. The banker advised it. He even offered to go in himself after some stock had been sold outside. "I'd do it right now," he told Tarford, "but that would make some folks think that this bank was back of you, and you really ought to do this alone—on the strength of your own standing and the goodness of your proposition."

It was then that Tarford came to you—just a little while after. He wanted you to invest. And you laughed. You didn't do it. And yet you didn't even investigate. You said, "I won't." You did it laughingly. You really liked Tarford. But you liked your money better—so you told yourself mentally. You knew all about Tarford, his fine local reputation, his honesty, his cleanliness and all the rest. But you didn't take seriously his request: that you go into business with him. Your meeting ended pleasantly with a talk about the new golf course. Then Tarford went away and you turned to your mail.

## Persuasive Prospectus that Pulled

Say, didn't that letter from that promoter fellow in New York grip you?

Wasn't it a persuasive—a promising sort of thing?

And that prospectus—wasn't that a glorious bit of printing? And weren't those arguments presented in a skilled, attention-getting, interest-arousing, desire-developing manner?

"Only five hundred thousand dollars worth of stock in this company will be offered to the public at this time, and you (how that did make you sort of 'eel warm inside)—and you," continued the letter from the promoter, "have been chosen as

one of the very few to whom this unprecedented offer will be made."

Now that, you thought, was real kind of the promoter fellow. Of course, you did not know him personally. You had not met him. But doubtless he knew that you were a prominent citizen (this really should be spelled in italics, Mr. Printer) of Brandonville, that you were president of the local street railway, head of the general store, cashier of the Chemical Bank or—well, whatever *you* are in *your* town.

It made you feel good to know that this generous, noble-hearted, wide-visioned master of finance thought you of sufficient importance to let you in on a business deal which was certain to pay at least ten per cent dividends the first year.

#### *Ten per cent.*

You read the letter again. It has a sort of a personal ring to it, hasn't it?

And how that prospectus fairly gets into your bank account with its persuasive paragraphs?

So you send—after a day or so and after reading a few more letters urging you to come in while bathing in the big business pool is fashionable—a check for \$500 or maybe \$1,000.

#### Getting Your Dividends—Whence?

Yes, you get your dividends. They are paid quarterly. Fine thing, that investment. You feel sorry that you did not send in \$5,000 when you had the chance.

"One of our large stockholders has consented to sell us \$100,000 worth of his holdings, in order that we may give some of our smaller stockholders an opportunity to become more closely identified with us," says a letter you receive about this time. It continues, "We confess that our intention, when we found we could secure this stock, was to offer it to some of our friends not at present identified with us. But the managers feel that this would be unfair were we to fail to present this opportunity to our old friends. We therefore invite you to fill out the accompanying order and send it immediately with your check. We regret to announce that no more than \$5,000 worth of this block will be sold to any one person."

Unfortunately you haven't \$5,000 to

spare. But you have \$2,000. That goes out by the next mail.

And you get dividends on that, too.

Three years later—

But why wade through any more?

In the office of the company all is confusion. A million dollars worth of stock has been sold and the money spent. The concern is worse off than when it started. It owes \$100,000.

You are asked to send in more money to save what you invested before. You are frankly told that the dividends paid you came out of the money received from other stockholders and from you, yourself, plus, of course, the regular income of the business itself.

But the letter seems honest. Various circumstances—bad luck, you know—simply dogged the footsteps of the managers. They had done the best they could. They were willing to step out—do anything, in fact, that the stockholders desired them to do.

But, they believed that with \$200,000 more capital they could, in the light of experienced garnered, gathered, picked-up and otherwise acquired by their past mistakes, build up a business that would make Standard Oil look like a country grocery compared with Marshall Field's beside it.

#### The Touching Finish

You send the suffering managers \$500—all you can spare. You also write a letter of advice. In fact, you are a bit sharp.

Others do as you do.

Half the needed amount comes in. While this is not what was asked for, the managers announce that they, with bravery unprecedented, will tackle the Herculean task.

Another year goes by—

This is painful, but you must know the truth, the whole truth, and nothing but the truth. The creditors have—rudely, and wholly without an engraved invitation—stepped in.

The big business is on the blink, the bum, the slide, the chute.

"Nothing was left for the stockholders," said the final report. "The managers were masterly men as promoters, but were wholly lacking in managerial and executive ability."

It sure is, as the classic poets have it, devilish tough.

And that night, after you have sat at table and found something sticking in your throat that refused to let your food into your stomach, you pick up the *Brandonville Recorder* and read this:

"The Tarford Manufacturing Company, at the annual meeting of the stockholders, held this afternoon, declared an eight per cent dividend. The report showed that

this dividend had been paid after paying for improvements which have practically doubled the output of the plant, and after placing \$10,000 in a low interest bearing fund, where it may be immediately obtained in case of necessity—"

There is a column or more of that sort of stuff. It makes you weary.

Imagination leads every growing business.

## Self-Organization

By JAMES H. CRAWFORD

**Y**OUNG man, how are you organized? Did you ever stop to weigh and consider the fact that the average successful man of today and his affairs follow very closely the lines of the modern business organization?

We are told that in the business house of today there are the following departments: The executive department, the finance department, the producing department, and the disposing of or selling department. You know all of that yourself.

Yourself and also your business building abilities can be divided up into just so many divisions. Are you a good executive? Are you neglectful in the keeping of engagements; in the paying of your personal debts; careless in your speech; untidy in personal appearance, or extravagant in your expenditures? If you find that you are guilty of any of the foregoing and of as many more as you can think of, get after them and straighten them out. Above all things, be a good manager.

Next, how about your financial affairs? If you can't save money let some good bank do that for you. And again, if you are not earning enough, find out just why you are not. Nine times out of ten the trouble will be found to be right with yourself. Root out that trouble.

Take a personal interest in your work. Know more than you are supposed to know. Some one of these days that fellow on your left there is going to leave, or get promoted. Other things might also happen.

You know that he is getting more money than you are. When that event comes off, if you can show that you know more about the work that he has been doing than the fellow on your right, and who has been there about four years longer, is that other chap going to get the work? Answer that yourself.

If you can't get along with the people in charge, and the fault is not yours—get another position. There are lots of them waiting for men of ability.

Your producing department is very closely related to your financial department. You've got to produce the ability, the goods or the brains to get the money.

Finally, you must dispose of your wares. Learn how to approach the men you have business to transact with. If the only man you do business with is your employer, be businesslike about it, and beware of his petty likes and dislikes. When you've something to submit to him, don't crawl into his office with a "good dog Towser" look on your face. He will jump on you then, sure.

The average employer, to my knowledge, likes and appreciates the man who has the courage of his own ideas. And a man, to get along these days, has to have ideas.

If your business keeps you on the road, your business will take a few good, big spurts if you study scientific salesmanship.

Now, doesn't it seem reasonable to you that the organization of the individual along business lines and principles will be an initial step towards his success?

# Bases of Justice and Harmony Between Man and Man : *by* Sheldon Leavitt, M. D.

**T**HERE is no necromancer like the human ego, and there is no necromancer like the point of view. At one angle an object looks very different from what it does at another. This, in part, explains our differing opinions.

In my own profession I find that a specialist in one line of work is quite inclined to find in his field of study and observation the supposed cause of the ailments which move people to get medical aid, while another specialist is very apt to refer the cause of the particular ailment under review to conditions which fall within the range of his particular line of observation.

We, ourselves, even when fully recognizing this truth, fall into similar error.

An example in point is to be found in a recent personal observation of speculation in the stock market. Although quite disposed to be optimistic with regard to general, as well as special conditions, a good friend of mine, partly from a study of conditions and partly from general impressions, found himself on the bear side of the market. Once there, he not only saw a very sure decline in the price of stocks, but found himself earnestly hoping that conditions would favor such an action, and this in the face of the fact that the general depression which he was led to court would be a far greater loss to him than the immediate profit to be made upon the declining stocks. At heart he felt that the welfare of the public, which is always to be favored, lay upon the side of general prosperity, and this spontaneous, natural view ought to have impressed him more deeply than the artificial view which he was so strongly disposed to take.

## Put Yourself in His Place

This is but a homely illustration of what is taking place from time to time in the experience of all.

"I earn far more than I get," says the employe, because he is viewing his position from the side of the worker.

"I can't afford to keep him," says the employer, "unless he does better" — a

statement which is given out with equal sincerity, because he is looking at the same thing from a different angle.

Strife in the market place, the factory, and everywhere that men and women are employed in large numbers, grows out of this very difference in the point of view. For this reason we can never hope wholly to eliminate strife or ill-feeling, though learning to take a calm and fair view of the situation from all points should greatly modify the bitterness of strife.

It is very hard to put ourselves in the other man's place, and yet this is the only way in which we can arrive at a just view of the case.

The employe ought always to remember that he, himself, may some day be an employer, and, forecasting the situation, he ought so to temper his present view with his possible future one as to make him just and reasonable in his immediate action.

It is a common observation that men who rise from the ranks to become officers in the army or employers of men are quite disposed to be haughty, domineering and unreasonable in their dealings with those under them. The very reverse of this might be expected, since their own experiences of unkindness and unfairness should make them the more reasonable when they, themselves, attain to like positions.

Man's inhumanity to man is a spirit to be deplored, and it is this that we ought to seek to correct. A man of good heart and just purposes makes an efficient and trustworthy worker wherever he is placed and he cannot live a right and satisfactory life without being true to his convictions.

## The Sowing and the Reaping

No advancement can be expected except on the basis of well doing. We expect remuneration for our services, but it is only in the proportion that we give that we should hope to receive.

No matter what may be said to the contrary, the question of payment for services



is settled in large measure by a rule of justice.

Labor is valuable in proportion to the skill involved, the degree of qualification required for its doing and the faithfulness with which it is rendered.

The man of capacity and capability who renders indifferent service is not worth as much to his employer as one of less skill who is thoroughly devoted to business.

"Whatsoever a man soweth, that shall he also reap." Not only is this true, but we may also say that the manner of our sowing determines in large degree the manner of our reaping.

"He that goeth forth and weepeth, bearing precious seed, shall doubtless come again with rejoicing, bringing his sheaves with him."

There is a wonderful amount of truth in these sacred epigrams. The true significance of this one is that *he who goeth forth to do his work seriously and interestedly will be sure to reap his reward*. There are some apparent contradictions to this statement, but they are more apparent than real.

To be sure, we see many men of different ages who appear to succeed, whether as employes or employers, who, to those who know them well, do not give evidence of marked sincerity, candor and interest. But, when we come to follow these cases, we find that they at last reach a point where they really begin to reap according to their sowing.

#### Reaping the Whirlwind

"The mills of the gods grind slowly, yet they grind exceedingly small."

I distinctly recall a conspicuous incident in point.

Years ago I became acquainted with an English surgeon of great renown. In truth, at the time he was the most renowned surgeon before the medical public. His home was in Birmingham, England. Those who knew him only on his reputation knew very little of the real man. He was exceedingly popular with outsiders, but very unpopular at home. At his public clinics I often heard him abuse his patients in a most ungentlemanly way. I found him domineering and dictatorial in the hospital, at his surgical clinics and to his assistants. More than this, to

those physicians who brought him cases he was often most discourteous, and he treated in a rude way many colleagues of distinction from other parts of the world. He acted like a little god, and, for a considerable time, he was looked upon by the profession as a most remarkable man.

On making a second visit to England, five years later, I found that the place which once knew him, knew him no more. He had lost the regard of his associates, his business had dropped away from him, and he had been succeeded in his own hospitals by others.

Two or three years subsequently, after passing through most unhappy experiences, he died, and was doubtless glad to leave the world where he had been reaping according to his sowing.

Now this all occurred, not as the result of drink, or drugs, or destructive habits, but evidently because he had been so long sowing to the wind seeds of unkindness, discourtesy and abuse, that he at last was compelled to reap the whirlwind. To me this was a very sad, but highly instructive case.

#### The Poison of Unearned Bread

What I have just been giving the reader may sound a good deal like sermonizing, but really, I have no disposition to do that sort of thing. I merely want to make plain certain vital truths that have a profound bearing upon the outcomes of life.

*When we take what we have not earned, we always get harm.*

When we sow one kind of seed we need not expect to reap another. If we sow wheat, we reap wheat; if we sow barley, we reap barley, and, no matter how optimistic we may be, we cannot get other results.

Failing to give a full measure of service for the stipulated wage, no matter what our ideas concerning the value of our services, works as much harm to ourselves as it does to the employer.

Why?

*It is harmful to us because it is dishonest.*

Dishonesty never thrives. In the very nature of things it could not thrive.

Truth is mighty and always prevails; and truth is the opposite of dishonesty.

To be sure, one whose practices would not pass muster may, for a time, flourish "like the green bay-tree"; but, as I have before intimated, the time of reckoning is sure to follow, and, in the weighing, such a man is found wanting.

*It is harmful to us because action and reaction are about equal.* Things do not run on a dead level in this world, but they rise and fall, and they usually fall about as far as they rise.

If we set in motion a wrong action—an injustice—while it may run on and on for a considerable time, in the course of time it comes back in the form of reaction, to our chagrin and pain.

Taking what we have not earned works for us harm, also *because it is unjust.* The very foundations of intelligent life rest upon justice. We see it manifested everywhere and at all times, and to violate this principle is exceedingly dangerous. "With what measure we mete, it shall be measured to us again."

#### Loyalty

One who works for another should remember that he is not paid alone for his work, but also for his loyalty. A man's salary should be like a lawyer's retainer's fee, the acceptance of which pledges good, earnest, interested and faithful service.

*Employer and employed should work together, not only in harmony, but as cheerful units making up a complete whole.* To fall short of this is to fall short of one's privilege and duty.

Let the employed devote his energies unremittingly to his work, doing everything as faithfully and well as though it were being done for himself, and then if it should prove that the employer, whether it be an individual or a corporation, is unappreciative, still let him continue faithful while he remains, meanwhile earnestly hoping and looking for another position where conditions will conform closer to the ideal.

The employer is under as great obligations to fulfill his part of the contract, explicit and implied, as the employed, and the latter cannot be blamed for demanding what is his due.

Unearned salaries are often taken through failure on the part of the worker

to make the business his. As long as the spirit of separateness exists and the spirit of interest is absent, fraud is unwittingly being perpetrated.

For modes of faith let graceless zealots fight,  
He can't be wrong whose life is in the right.

### Optimism

By James H. Crawford

**T**O REAP the benefits of a life in this world one must learn to take it as it is. I never found that out until an old crippled friend of mine asked me, on returning from the theater one evening, how I had enjoyed the play. It happened that it had been a production with a wide reputation. I replied that I thought it lukewarm as compared with what I expected. To that he replied thus:

"My friend, I think you are wrong. You were not in a state of mind to receive the words of the actors and the jokes of the comedians, if you say that. I know, for I have seen the play. If you had been, you would have enjoyed it and pronounced it the best ever. You probably had some little irritating misfortune take place before you started out. That put you in a sort of rebellious frame of mind and made it just so much harder for the people who took part to please you. Do you see? Had you gone there feeling good and satisfied with the way things were going, you would have liked it, even if it had not been up to snuff in your opinion.

"And, my friend, let me tell you something else before you go. It is the same way with the world. 'I would like to see this done,' 'I haven't the slightest doubt but that Jones, across the street, there, would like to have my home and fortune.' Some people are dissatisfied with the way the railroads are being run, and so on. I could name a dozen instances and apply most of them to ourselves. As a solution to the whole problem, why not be satisfied and take things as they are? Put yourself in a frame of mind calculated to give you the best results for the short time we all spend here. See the good in others and forget their faults and shortcomings as far as possible. And then you will find that all men are not crooks and that it is not a half bad world, after all."

# The Dover Service to the Dealer and How it Builds Up Business : *by* John E. Morris

**I**'LL give a dollar for every idea that I can hitch up and put to work."

That is a good idea, but a small price. In fact, there are two ideas there—first, to pay for ideas; second, to put them to work like a horse.

Where do we get ideas? Like babies, they come "out of the nowhere into the here." We go to conventions, we talk with friends, we read a page, we walk, ride, boat, fish, hunt or work, and ideas come to us. Occasionally we give them a home, bring them up and train them to be useful.

How the Dover service idea originated I know not, but President Charles T. Johnson, of the Dover Manufacturing Company, gave it a home, raised it, trained it, and is making it work to the profit of himself and others.

The Dover service stripped of all its embellishments is simply a method of getting the Dover product to the people.

## How the "Developer" Works

A Dover salesman is not a drummer, but a developer. He calls on a dead dealer, and asks if he has any asbestos sadirons on hand.

"Yes, I have, and you can't sell me any more. They are dead stock."

"I didn't ask you for an order. Let me see your irons."

Mr. Dead Dealer takes Developer to a back shelf, where the irons are out of sight and dusty. The Developer takes note of the number and condition and leaves the store. He goes to several residences and demonstrates the value of the asbestos sadiron. He secures a dozen orders, takes them to Mr. D. D. and asks him to fill them.

D. D. awakes, takes notice of the Developer, and gives him a window for display purposes. The Developer advertises and more people come into the store than D. D. has seen there for months.

Results: Developer goes away with a large order, for which he did not ask.

D. D. rearranges and tidies up the store, resolves to change window displays occa-

sionally, reads for new ideas, puts them into practice, builds up trade, and brings out the almighty allrightness from within himself.

## Introducing the Product

If Developer finds a town where no dealer carries his goods in stock he makes a tour of inspection, selects a live wire and arranges for a "counter week." Six feet of counter is all he asks.

He wires for a Dover instructor. While she's on the way, he informs the people, trims a window, educates the clerks and gets ready for the crowd. Sometimes the demand is so urgent that "counter week" is extended to "counter fortnight."

Sometimes Developer suggests to a regular dealer the advisability of securing a young lady to canvass the town and demonstrate to the good wives the usefulness of the asbestos sadiron. This results in healthy and profitable employment for the young lady and in an increased trade for the dealer. The same idea can be carried out in other lines than sadirons.

## The Dover System

Sadiron is from sad, *heavy* (and) iron.

The large iron used by tailors is called goose, and it is a matter of dispute whether, when he wants two, he should order two geese or two gooses.

The asbestos sadiron consists of a core, an asbestos hood, a heat reservoir, a shield, a lock and a wooden handle, which latter is always comparatively cool.

In form and size there are the laundry, presser, flounce, sleeve, tourist and polishing irons.

The asbestos sadiron is the exclusive product of the Dover Manufacturing Company, of Canal Dover, Ohio, which is said to be the largest plant of the kind in the world. It employs about three hundred people and puts out over a carload of finished product a day.

The company believes in standard quality and fixed prices, having gone so far as to

prosecute price-cutters clear through to the Supreme Court and winning out.

#### The Dealers' Aid Department

The Dover "Dealers' Aid Department" sounds like "Ladies' Aid Society," and believes that the only way to develop business is to give service.

Hot air days are over in salesmanship as well as in sadirons.

This department, at great expense, furnishes dealers with printed matter of all kinds, electros, trims, automations and instruction.

One great trouble with clerks is lack of knowledge about what they sell. Some dealers fail in not giving their help proper instruction, but depend entirely too much on experience.

The Dealers' Aid Department is also good in giving suggestions. It suggests to the dealer that women are good buyers; that where one carpenter will buy a saw, twenty women will buy sadirons. Therefore, why make a fine display of saws and put sadirons on a back shelf?

It instructs the dealer to guarantee every iron, for the company will replace every broken piece and ask no questions.

The Dover service believes in bacteria because they multiply so rapidly. There are service bacteria, stock moving bacteria, advertising bacteria and profit bacteria. Another lot of bacteria that climb the ladder to profit are developers, displays, salesmanship, honest values and satisfied customers.

#### Some Dover Maxims

Other features and teachings of the Dover service are: *The Booster*, a magazine published for the benefit of the salesmen and the trade.

Advertising is salesmanship multiplied.

Show windows are worth more than newspaper ads and should be changed often.

Display saves talk.

Focus on goods that mean big sales and big profits.

Increase gross sales by selling large units.

Imbue the merchant with a strong desire to sell.

Be humane to women who iron and cultivate wives' trade.

Properly post clerks on particular articles that are being pushed.

Plug all leaks of heat, sales, profits and expenses.

Candle days are over.

Take time to be better merchants.

Water your store with energy, pride and judgment.

A quality store should have cleanliness, courteous salesmen, better selected stock, more smiles, more profits, more intelligence, more character.

#### Hot Shots on Export

By O. J. Vogl

A BUSINESS doctor said that export trade is suffering from appendicitis on account of our overfeeding the patient with hot air.

Red tape is the worm that eats away the life blood of many institutions.

The best salesman couldn't supply a careless shipping room forever.

The science of service is as important to export salesmanship as it is to domestic trade building. Not until we can serve the South Americans better than Great Britain, Germany and France shall we be able to get their business.

Foreign trade connections cannot be made via wireless. The personal touch of business friendship is a valuable asset in doing business abroad.

Before you blow the big horn of business, disinfect yourself with self-improvement powder.

A confidence-winning young man opened an office for a New York life insurance company in Berlin. His business grew rapidly from the start. The people did not know the company from Adam, but they knew the young agent.

Moral—Get a man to represent you who knows how to get on with the people.

Before you embark in business, think once; before you increase your output, think twice; but before you go after export trade, think hard three times.

It is much better to grow into export than to go into export.

Method is like packing things in a box; a good packer will get half as much again as a bad one.—*Cecil*.



### Jack Spenceway's Tragedy

THE door burst open with a crash. Thrill, gentle reader, thrill! I wrote my first line just like that to startle you, and I hope you will oblige me. If this tragic tale is to get its little pound of goose-flesh, we must make some kind of loud get-away.

Now, let's open that door again—and please remember your part, this time, and work in business of being thrilled.

The door burst open with a crash.

Thanks, that's better.

Now, let's get along with our little tragedy.

The door, having been thus rudely opened, admitted Jack Spenceway. And, I hate to make the admission, but our friend Jack was not calm. Yes, you might have known that from the door episode, but the full meaning of it will not take hold of you unless I tell you that Jack had always, in all our acquaintance with him, presented to the world a surface as beautifully unruffled as that of Mirror Lake. And to see his steady, level gaze grow wild, his sunny smile chased away by a scowl, and his erect, self-possessed bearing crumpled into a droop of discouragement was like looking at a dog fight in a bed of pansies.

We all had our thrill, all right, whether you are getting yours or not.

Before even hair-triggered Fussberg could comment, Jack atomized this into the spring sunshine of our neat little office:

#### Jack's Complaint

"Curses! I'm through. I quit. This is the end. For every minute of torture, these last two weeks, I want a year of bliss—law of compensation! Two weeks' steady going, twelve hours a day, and three atro-

phied, dessicated, cominuted little prospects! Reward of industry! Fine! Am I a salesman? No. Am I even an order taker? No eventualities. Look at me, you flint-hearted icebergs. Do you know what I am? No, no, don't say it! I can't bear to hear it from your lips. Let me speak the accursed word—I'm a time-tried and fire-tested dub."

My toes had curled tight in my shoes.

Wiggins' jaw had dropped. Eighteen-carat beads of cold perspiration stood out upon the marble front elevation of his head.

Only Dubheimer; his usually ruddy face the color of blue mud, could find voice.

"Jack! ' Why, Jack! Where is the—is the peaceful, self-possession we all loved so well? Where that dogged persistence of the diamond drill, so gently applied? Where is that unfailing good humor and quiet cheerfulness? We mourn their loss."

"Last fluttering vestige of them blown off by the gale, Dubb. Like a ship driven by bare poles, I am in the welter of a raging sea. Record shows two hundred and eighty calls. Two hundred and seventy-seven of the patient victims proved to me that they were not in the market for my proposition. When I land the one I'm after now and two more, I'll have three tiny orders. First two hundred and fifty turn-downs were fun. Kept smiling. Kept the calmness you profess to love. After that, even my vulcanized vertebral column began to crack. Could feel it going. Had to keep on. Now it is fractured. Going down! Peace to my ashes. No flowers, please."

"But, my dear fellow," oozed Wiggins, "your commissions on the three will aggregate three hundred dollars. That's not bad for two weeks' work."

"There, I knew someone would be heartless enough to say it. And it had to be you, Wigg. Will three hundred greased dollars repay me for two hundred and seven-seven cold shoulders and icy eyes? For the steady pounding down of the nerve I was so proud to call mine? For the compound fracture of one perfectly good spine? The only one I have? No, boys; you see before you the sad wreck of the once happy Jack Spenceway. Let the debris be removed."

#### Getting Hold of the Little End

Just then Socratic came in from the golf links.

He gave Jack one look.

"So it's come, has it?" he inquired, carelessly.

"Come!" chattered Jack, opening and clenching his trembling fists. "Come! It's fallen. Smitten. Stricken. Were you expecting it?"

"I wondered how long it would take you to find that you couldn't swing your proposition by trying to get hold of the big end of it. Are you ready, now, to take it by the little end?"

"Having just emerged through the little end of the horn, I am supposed to take hold of it right there, am I?"

"Don't you think you could handle it better that way?"

"That sounds like the United States vernacular, all right, Socratic, but it might just as well be Arabic. Could you drop the metaphor and put it to me in words of one syllable?"

"Why should you wear out good cowhide calling on people who don't want your offering, and couldn't buy it if they did?"

"Oh, for pastime, Socratic. I must have a little recreation in my strenuous life. I picked them out to canvass just for that reason."

#### How to Read the Placards

"Picked them out is good. 'I thank thee for the word.' But why didn't you pick out a few *prospects* to call on while you were about it?"

"Yes, why didn't I? It's so easy. These men all wear placards bearing 'this strange device,' 'I want to buy the Exetin Service.'"

"Well, why don't you go to them, then?"

"Must I also label my figures of speech? That was fatuously intended for irony, Socratic."

"Pray, pardon me. Can't you read the placards, then?"

"I'm groping again, Socratic. The monosyllables again, please."

"Here goes. Do you see the man? Yes, I see the man. What has the man in his hand? The man has a bank-book in his hand. Touch the man. Touch the bank-book."

"Yes, I've been trying to touch the man and his bank-book, but couldn't get the tactual image. Plenty of men. Plenty of bank-books. But no touch. They have to be interested in progressive ideas."

"That all?"

"No, they have to be comparatively young, of good character, fairly well educated, and of good business and social position."

"And how were you trying to find such men?"

"By a straight canvass of the offices and business houses. I believe in the fine-tooth comb idea. Let no possible client escape."

"And it has worked fine for you, hasn't it?"

"Withhold the blow—I am broken."

#### How to Save Shoe Leather

"Have you no friends in the city?"

"I thought I had."

"Did you ever think of asking them to get you in touch with the kind of men you want to meet?"

"Yes, but they wouldn't know all the possible prospects, and I might miss some if I went jumping around like that."

"It would be a great pity, don't you think, to miss any one of that noble two hundred and seventy-seven?"

"Well, I suppose it might hurry things a little to have my friends help me. But I should soon exhaust the list they could give me and would be using the sieve again."

"No possibility of making new friends out of your clients?"

"I suppose I might, of course, but that would soon be working mostly in a circle, wouldn't it?"

"Well, when you found that it was, don't you suppose that your initiative could think of some other sources of leads?"

"Well, I guess I might possibly get some by consulting the directories of clubs and societies of literary or scientific character. Your remark just now suggested that to me. The kind of long-suffering dub I have been is indicated sufficiently, I think, by the blood-curdling fact that I never thought of it before."

"Right along that line, Jack, you go to church, don't you?"

"Sing in the choir."

"And don't you suppose that your pastor knows the kind of people that would be interested in your service?"

#### Getting His Head to Work

For reply, Jack rose, walked to the corner of the room, and stood on his head.

"There," he said, when he had come to rest in his inverted position, "let my feet do the thinking. My head has proved that it can't."

"Hasn't that been your trouble?" Socratic wanted to know.

"What do you mean?" gasped the lad, coming to a right side up, a little red in the face.

"Haven't your feet been doing most of the work that your head ought to have done?"

"Guess you're right. Scrub me some more. I'm beginning to like it. And I believe my vertebral column is beginning to knit."

"Sure it was really broken, Jack?" Sometimes a couple or fourteen painstaking and pain-giving kicks feel like a broken back, you know."

#### More Suggestions

"Well, anyhow, the kinks are coming out. Can't you give me another treatment?"

"Are men in certain occupations and professions more likely to be interested in your proposition than those in others?"

"Oh, yes, sure. But I should have to cover and re-cover my territory if I were to canvass it like that."

"Couldn't you find out by a little inquiry who were the most progressive and successful men in these professions and occupations?"

"Never thought of that, either. Yet it is as easy as breaking eggs when someone else tells me. Go ahead. Hand me another wallop."

"Do you watch the personals in the newspapers to see who gets business promotions, who has money to loan on mortgages, who gives money to schools and colleges, who goes back to Alma Mater for commencement, who gets elected to boards of trustees of colleges and schools, and many other such items of information?"

"No, Socratic, no—but I'm a splendid walker. But I believe there are still a few brain cells in my skull that can function, vaguely, it is true, but enough to work out the conclusion that a man can't make money gathering watermelons with a fine-tooth comb. After this I'll look for the melons instead of sifting the soil in the melon patch."

Now, I know that this does not end at all like a tragedy, but then if you have read as far as this, that's what I wanted.

And it might have been a tragedy if Socratic hadn't taken a hand.

### Out from Behind the Intrenchments

YOU all know Dubheimer, of course. And, really, aren't you beginning to like the fellow? We really think a lot of him since Socratic cut a few large, jagged holes in his balloon of conceit, arrogance and bluff, and let the calorified atmosphere out of it.

After that chastening experience, Dubheimer pulled down all his false front and got down to business that was his size—soliciting advertising for Fussberg.

#### The Contagion of Success

Now, if you have begun to like "Dub," as we call him, you want me to tell you that he is filling magazine space as if he were selling bill-board surface—that he has had his wallet brass-riveted so that it won't burst.

Well, I wish I could.

I wish the good fellow were doing more and making more.

I should be glad for his sake. And, besides, he would be a much more accepta-



ble companion in our chats after hours in the office.

Don't you know that a man who is making good has a glow about him that is infectious and contagious? Might call it the success germ.

On the other hand, the fellow who has the pallor of failure upon him communicates something of the malady.

Now, don't get the idea that Dubheimer is a shriveling failure. He is making a living, but that is all. He keeps fairly cheerful most of the time, but he is very eager to do more and better business.

We all help him all we can, and he is slowly pulling up his sales.

But yesterday he came into the office, along toward quitting time, looking as if he could easily chew up a cut-glass instand.

"I wish that the man who invented advertising had to go out and try to get a little of it from the case-hardened, brass-bound, copper-riveted tightwads and back numbers in this town. He'd hesitate and linger some before he invented anything else of the kind."

#### Squally Weather

"Better take out your spite on the man who invented your style of salesmanship, Dubb," growled Fussberg, who had been hungry for orders for over a week. "No trouble to sell contracts right in this man's town if you only go at it right."

Now, that was unkind in Fussberg. What poor Dubheimer needed was a bunch of posies, and not a lemon. No wonder he lost the last shred of his lacerated temper and flung this back:

"Well, let's see you go out and do it, then, Mr. Phenomenon Fussberg. Go after old Blackheath yourself, for a change. You sent me there this afternoon. Try to sell him that thirteen thousand lines, and see how quick you'll come back with that lily white neck of yours full of cavernous dents. If you don't four-flush on the trick, I'll eat Wiggins' overshoes."

"No, you won't," objected Wiggins, seriously, "overshoes cost money."

"Your footwear is perfectly safe, Wiggins," snarled Dubheimer. Fussberg would rather tackle a tiger with a split stick on his tail than that old pickle-face."

Meanwhile, Fussberg had been flying all his storm signals, and it looked as if we were in for a bad night. But Socratic looked up from his drawing board, where he had been laying out an ad, with this:

#### Where Blackheath Lost

"Blackheath turn you down, Dubb?"

"Yes, and smothered me with objections."

"Do you think that he could use thirteen thousand lines of Fussberg's captivating publicity in his business?"

"Well, I should think he could."

"Do you consider that he really lost money by turning you down?"

"I know he did, the old miser!"

"Your knowledge is based on all the facts, is it?"

"Never gave an advertising proposition more thorough study."

"Then you allowed Blackheath to make an error in judgment that cost him, perhaps, several thousand dollars?"

"Allowed him to? Allowed him to? My, but you are a joker, Socratic!"

"If he had seen the proposition as you did, he would have come across, wouldn't he?"

"Yes, I guess he would. He isn't the man to overlook a bet."

"Then you failed in some way to get him around to your way of thinking, didn't you?"

"Yes, but I can't help it if a man is so blind that he won't see."

"But Blackheath has the reputation of being able to see fairly well, commercially, hasn't he?"

"Yes, I suppose he has. But I did my best with him."

"How did he get away from you? Wouldn't he listen to you?"

#### Meeting Objections

"Oh, yes; he listened, all right. But he was as full of objections as San Diego is of tourists."

"What were his objections?"

"Oh, the same old stock objections."

"Well, you knew how to answer them, didn't you?"

"Of course, but he wanted to argue every one of them with me, and the more he argued the more stubborn he got."

"Why did you fight behind intrenchments? Don't you know that the army that fights behind intrenchments is always licked?"

"Say that in my kind of talk, Socratic. It sounds interesting."

"Since you knew that he was of the objecting kind, why didn't you answer his objections before he made them?"

"As how?"

"Well, suppose you had given him the argument in favor of adding to his publicity, even if his appropriation for the year was all placed, and got him to agree to the conclusion?"

"I think I see myself."

"Couldn't you have applied it to some other man's business, so that he would not have suspected just what admission he was making?"

"That's good, Socratic. I'll use it if I ever solicit any more advertising."

"Thank you, Dubb. Now, what do you do when you have answered an objection?"

"Well, I usually wait to see what the prospect has to say about it."

"And he usually reasserts his objection in a little stronger form, doesn't he?"

"Yes, that's about the tragedy of it."

"Then, why don't you take it for granted that the objection is answered and out of the way, and go on with some strong point in your offering—something that may have impressed your man the first time you went over the thing with him?"

"Just ignorance, thick ignorance, Socratic. I'll do that hereafter. I can see it's a great force."

#### Fatuous Objections

"Don't you suppose, Dubheimer, that most objections are made by prospects more for the sake of objecting than because they are real obstacles to the sale?"

"I have often thought so, and it has made me mad."

"Why get angry? What do you think would be the right way to meet such an objection? Think, now."

"Why, pay as little attention to it as possible, I suppose, and go on with something positive. The more one said about it, the bigger it would grow in the prospect's mind. I've had the thing happen to

me like that more than once. Yet I couldn't think of a way out."

#### The Law of Non-Resistance

"When you do answer an objection, do you tell the man that he is mistaken?"

"Well, not in so many words. But I let him see that I take issue with him."

"If a man came in here and tried to push you out of the room, what would you do?"

"I should probably throw him out if I could."

"And if he were too strong for you?"

"Well, I'd put up all the fight I could."

"But what would happen if you backed up every time he pushed?"

"I should soon be outside."

"And if he kept on pushing?"

"Then he'd be outside, too."

"Then you could walk back in again, couldn't you?"

"Yes, I guess so."

"And if he kept following you and trying to push you all the time, he would actually push you back into the room, wouldn't he?"

"That's good geography. And it's good salesmanship, too. I see the point—when a man objects, agree with him, but lead him the way you want him to go, and he'll soon push himself over the dotted line."

#### Gist of Successful Advertising

By Jerome P. Fleishman

**T**ELLING people who you are, where you are and what you have for sale, and telling it in such a way that there will be aroused *a desire on the part of the reader to do business with the advertiser*—that is about all there is to advertising, after all.

People there are who know very little about the subject and who insist that advertising is more or less magic—that the man who can write advertising that will sell goods must be a wonder-worker.

Don't you believe it! The successful merchants of today place their faith in *honest, persistent, commonsense* publicity. They know that advertising is simply news—news of merchandise and prices and store service, and so on. And the advertiser who gives the people the news they want to read has the only sort of power over pocketbooks that is fundamentally sound.

# Some Tried, Winning Methods of Marketing a New Article : *by* Don E. Mowry

THE public pulse, we are often told, is usually quickened when an article of merit is brought to the front and given reasonably general publicity.

In other words, a national campaign, waged in the advertising space of the leading magazines, is destined to attract the attention of the public and force the retailer to stock up on the article, because there is, or seems to be, a demand for the new article. The retail trade, as a unit, has gradually been educated up to this feature of marketing a new article; and, it is now quite a simple task for the manufacturer to stock up the retailer in advance of the advertising campaign.

## Courage in Facing a Big Loss

Several years ago there were about thirty breakfast foods launched at Battle Creek, similar in quality and quantity, but all different in name. Salesmen were sent out in advance to display the samples and stock up the grocers. These salesmen stated that heavy advertising campaigns had been planned and that the article would be a "winner."

Many retail grocers were "taken in." because the breakfast foods were advertised only in a small way and no great demand was created. Some of the standard breakfast foods on the market today have survived the so-called *glut* by constantly advertising in a large and conspicuous way, thus creating a steady demand for the particular article. This method of maintaining and gaining business seemed to be the only solution of the problem during what might be called the "breakfast food manufacturing craze."

Several years before, however, another breakfast food manufacturer, taking advantage of the fact that there was, practically speaking, no one standard food on the market, proceeded to interest a large advertising concern to carry him for \$75,000 in advertising. At the end of the campaign the returns did not begin to come in. The advertisers were feeling pretty much discouraged. The manufacturer said:

"The only way you can get your money back now, as far as I can see, is for you to carry me for another amount equally as large." The final result of this campaign is that the advertisers and the manufacturer are independently wealthy today.

This incident illustrates the saying that "any article of merit, properly advertised and brought to the attention of the public, will meet with success." This method of gaining a market is often expensive and speculative in the extreme. The average inventor or manufacturer cannot secure the desired parties to interest themselves in his venture. The result is that other methods must be devised to gain a reasonable amount of success, in a small way, oftentimes, before a larger and more extensive campaign can be launched on a fair-sized capitalization.

## Getting Started

One of the standard safety razors, known the world over, was floated in a very small way. Headquarters were secured in Chicago as a drawing card to begin with, and then agents were secured all over the country to sell the razors at a very liberal commission. This policy was maintained for over two years.

During all this time the razors had been manufactured on contract. Shipments were made for cash only direct from the factory and the company paid for the razors as they left the factory. At the end of this period capital was secured, on account of the wonderful showing made, and a national campaign of publicity was inaugurated.

There is not a razor advertised today that is better known from coast to coast than the one I refer to. One of the special merits of the article is that it can be turned out for one-tenth of its retail selling price. This allows the manufacturer a large margin for advertising, selling and organizing, and gives him a handsome profit.

## Some Neglected Opportunities

A man of my acquaintance has recently patented a useful music cabinet, which will

enable anyone in the home to select from it any sheet of music desired at a glance, without consulting an index. In its present form, this cabinet is a very beautiful ornament to any home. To market the article, however, it will be necessary to substitute a metal interior and thus reduce the first cost.

In its present form this cabinet will cost the manufacturer in the neighborhood of \$5.80. My friend insists on maintaining that the cabinet must be made to "look beautiful." I cannot make him believe that modern selling demands that the first cost must be reduced to the very bottom figure. The article, if manufactured on a practical basis, would ultimately find its place beside nearly every piano in most of our homes.

A small manufacturing concern in the middle west has placed upon the market a remarkable floor scraper. The sales are what they are at this writing because the article has been given good publicity in the trade publications and some attention has been paid to the hardware merchants.

The article can be turned out at a reasonable cost, but no special attention has been paid to the most expedient method of marketing. The field has not been studied with a view of forcing an entrance. This company is also turning out several hardware novelties that could easily be placed in every hardware store of any importance. The plan of campaigning is not an expensive one, but requires a careful follow-up system, similar to many now in operation.

The dollar watch did not meet with favor by the jewelers of this country, and England, especially. What was done? The public was told of the watch and its year guarantee. The public wanted just that kind of a watch. Well! The watches were sold to druggists, stationers and hardware merchants. You can buy one there now if you want to. Many jewelers carry these very watches because they are business getters, even if there is only a fair profit in them.

#### **A Winning "Theory"**

This, you may say, is all theory, but the man with the selling plan for a particular article is the man who is in command.

It was all theory, I suppose, when the leading carriage and wagon manufacturers started to manufacture automobiles. "What do farmers and farm machinery people want of automobiles?" they said. But the theorist knew that in every town in the United States where there is any degree of prosperity there is sure to be some agricultural machinery sold. This, our theorist said, will make an excellent market for our car. A queer notion, no doubt, but, when tried out in a small way, at first, proved to be a certainty.

Our theorist figured it out that he only had to sell one or two cars to the three or four thousand agents who handled his wagons to take care of the year's output of his big automobile plant. Today there are over nineteen thousand dealers selling automobiles, and the manufacture of buggies has decreased sixty per cent.

And so, if you will study your special field in a creative way, you will come to realize that there is more truth than fiction about marketing your article, whatever it may be. There is something besides the merit of your article that must be considered in marketing.

#### **Another Way of Marketing a Product**

Your article may be ever so good, but you must get down to business and think out your marketing plan.

If you are a small manufacturer you may be able to work up a profitable small business by adopting a good set of business letters. Pay as high as twenty-five dollars for having a single follow-up letter written, if need be. It is cheaper in the long run. Make yourself understand that your business requires the very highest kind of selling devices. Build up your business on this basis. Don't blame the article. Don't say it is not a seller. Give it a thorough trial.

An absolutely reliable scalp remedy is now being given publicity. The owner was, at first, interested with several other Chicago parties. They became disgusted because the sales did not come in at once. The present owner bought out the others who were originally interested in the venture. He did not have any money with which to launch the proposition.

He has gone about his marketing in this way: By correspondence he secures the

name of one barber in a town. He sends him his preparation and tells him to use it on his customers and if the results are not satisfactory to let him know. Prices on future orders are quoted. The barbers are the only advertisers that he has. They are proving to be good ones. The article is not on sale, as yet, in the drug stores of the country. When the demand for the article reaches the public in a more general way, druggists will be forced to carry the preparation. In this plan of marketing the manufacturer secures advertising without advertising, and the demand is created at a slight cost.

#### The Necessity of Analysis

A man in the government service compiled a handy book for ready reference for persons operating under the revenue laws. Officials and others told him he had a good thing, but when he came to market the book he was at a loss to know what to do. The people who were most vitally concerned did not buy the book, although it would save them costs and fines if they knew what was contained in it. Local interests would not buy the book and give

it to their customers with their compliments. The prohibition wave was in full swing when the book was published and there seemed to be no interest taken in anything, except the holding of what business was in operation. Finally, the first edition was sent out entire to the brewers and wholesale liquor dealers of the country at a cost of 15 cents each. These large interests were asked to examine the book and if they believed it to have merit, to send the retail price. In this way the first edition was disposed of and follow orders are now coming in. Another edition is in the press.

The point that I want to emphasize in the examples that I have given is that in order to market a new article the particular line must be studied and the campaign must be blocked out according to your means. Your article may be very similar to one of the examples which I have cited, and yet you cannot follow any hard and fast rule. The successful business man will work out his own market along special lines. He should, however, aim to study what others have done. He ought to know how to approach the field. He must make a thorough study of marketing.

## Have You Ears? Listen!

By ROBERT T. AISTON, D. D. S.

**H**E WHO is not able to rise upon adversity and become, and on its stairs to ascend to heights of greatness, will never be able to maintain these heights if placed there by the labor of another.

Temperance in all things—especially in food and exercise—has Promethean powers.

Right thoughts emanate from healthy brain cells and healthy brain cells are produced by perfect nourishment.

I am by no means exhausted; for the more I give away the more I have left. So draw on me *ad libitum*, for I want to add to my own store.

Many people are and have been killed by what is commonly held to be good than those things that are generally considered bad. This is logically true, for most evil

things are only good things in excess.

Let us be the embodiment, the materialization of truth.

Education without physical training is not education at all, or only in part, for the mental is physical.

The only ground on which man may stand with assurance is the immediate—the mean.

The first and most important thing in making progress in enlightenment is to destroy fear.

If we materialize truth we have a perfect man.

If you do not control yourself, yourself will destroy yourself.

# The Laws of Texture Applied to Human Nature : *by* Dr. Katherine M. H. Blackford\*

A MAN living in a small town on the Chippewa river in Wisconsin wanted to build a flat-boat. He wasn't content to build a boat similar to others, but wanted one bigger and better. It was to be almost twice as large as the largest boat of the kind in the town and was to be fitted up with lockers and other conveniences for camping trips.

The boat was built. In shape, it conformed to the rules of boat building. It looked right. Its lines were correct. It was well calked with pitch, in which a bit of lard had been melted to destroy brittleness. The long side boards of two-inch pine planking had been secured at the mill especially for this boat. But the rest of the lumber was what the man had on hand. He used it because it was most easily obtained, and therefore entailed less expense.

The boat was launched. The man was proud of his work. Into his mind flashed pictures of the trips he would take down the river. He saw the lockers filled with food and he imagined himself and friends floating down the river by day and tying up in some quiet spot by night. The boat was tied up and the following day was selected for the trial trip.

And the next day the boat had sunk.

And the reason was that the man had used basswood for the bottom, not knowing that basswood is a wood that absorbs much moisture and is wholly unfit for boat building.

The plan was right, the lines were correct, the calking along the seams was well done, the sides were made of clear pine. But the basswood bottom—the one thing wrong—carried all these good things to failure.

The man failed because he didn't know woods and their uses and qualities.

Only one thing was wrong. But that one was enough to cause failure. Knowledge of woods would have enabled him to

choose a wood that would not absorb water readily—pine, for instance—whose closer, straighter fibre and its pitchy, water-resisting quality, would have served even without the addition of paint or other artificial protective.

So may a business institution, founded upon correct principles of organization, all departments closely united, sink into failure because of the selection of the wrong human material for one important department.

## The Importance of Observing Texture

In forming an estimate of the value of a human being, it is not enough to know what kind of force he has, how he will express it in action and the proportion of the parts of the body and brain to each other.

We must go still further in our study or often be guilty of over or under-estimation.

Indeed, it is a common fault to look upon the man who is large in stature, with well formed features and head, attractive clothing and pleasant manners as a high-grade individual.

Conversely, the man who is small of stature and not particularly prepossessing in appearance, often suffers the humiliation of under-estimation at the hands of his fellow men. In either case, the man may or may not be greatly capable. These mistakes are often made by the student of human nature, as well as by the casual observer. They are due to failure to understand or apply the laws of texture.

Webster defines texture as "the disposition of the several parts of the body in connection with each other, or the manner in which the constituent parts are united."

In other words, texture is the inherent grain or fiber of the organization.

Primarily, texture is the result of inheritance. One inherits his fiber of brain and body. He may either coarsen or refine it by his habits.

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It is true that there is much less difference in the texture of babies than in adults.

All babies are fine in grain, but, as the years pass, the habits of life show in the structure of the body. So, while the tendency to coarseness or fineness of fiber is a matter of inheritance, like all other inherited tendencies, one may improve upon it or fail to do so.

### What Texture Indicates

Texture of organization is the key to the natural refinement of the individual. It shows the degree of responsiveness or impressionability.

In common terms, people are often spoken of as "thin-skinned" or "thick-skinned." Like many slang expressions, these have a scientific basis.

The "thin-skinned" or fine-textured man is sensitive to all impressions. He readily grasps finer shades of meaning. Subtle and implied thoughts do not escape him. In other words, he is a highly sensitized plate which registers impressions of all kinds clearly and rapidly. He is, therefore, keenly alive to the conditions of his environment. He feels deeply, hence suffers pain and enjoys pleasure intensely. Coarse objects, thoughts and sensations are repulsive to him. His preferences are for the refined, delicate and beautiful. With these, he vibrates in harmony.

The "thick-skinned" or coarse-textured man is less sensitive to impressions of all kinds. He does not grasp readily the finer and more delicate shades of thought and meaning. He registers his impressions more slowly and less deeply. He is less affected by conditions and environment. The acute pangs of sorrow and intense pleasures are not his. Rough, coarse, uncouth objects do not repel him; indeed, they often give him more pleasure than the finer ones. His natural adaptation is to coarser uses, both mentally and physically.

### Three Phases of Texture

Texture in human beings has its analogies in the temper of metals, the fiber of woods and the texture of fabrics. The properties of steel and gold are quite as diverse as their adaptation to different uses. There are many grades of fabrics, from the delicate, fine-textured silk to the

coarsest canvas. Woods present the same variations in texture.

Texture is judged in the human being as to fiber, consistency and flexibility.

Fine hair and fine skin, well formed, balanced, and symmetrical features are indicative of a high degree of responsiveness or cultural capacity.

Coarse hair and coarse skin, ill-shapen, disproportioned and unsymmetrical features are indicative of a lesser degree of responsiveness and cultural capacity.

The consistency of the body is judged as to its hardness, softness or elasticity. The consistency of the body gives knowledge of the degree of natural adaptability.

Soft substances are mouldable. Gold and lead are impressionable, yielding and pliant.

Hard substances are not easily moulded. Platinum and iron are hard, resistant and strong. Other substances like steel, are elastic in fiber—will bend, but not break.

Soft fibered people are impressionable, easily influenced by others, yielding in disposition, susceptible to conditions of environment, tender hearted and sympathetic. They are not adapted to positions where strenuous effort, rigid discipline and sustained energy are required.

Many a soft fibered individual, whose intentions were of the best, has been placed in a position where he has been assailed by temptations subtle and alluring, and found his power of resistance insufficient. Influenced overmuch by others, he has been led into wrong-doing because of the battering against his conscience by a stronger force.

Hard fibered people are less impressionable. It is not as easy to influence them as those of softer texture. They have more energy, greater mental and physical resistance, and are adapted to harder usage. An appeal directed toward the sympathies of the man of hard texture is usually productive of little response. Where the fiber is very dense and hard, there is oftentimes an almost brutal, crushing spirit dominating the man.

### The Superiority of Elastic Consistency

Either extreme in the matter of consistency of body is not desirable. Here, as elsewhere, there is a "golden mean" or



balance that is best. This consistency of texture that shows balance between the hard and soft qualities is called elastic.

Those having elastic texture are resilient in body. They are easily recuperated after strenuous exertion. They have rebound. Their natures are normally sympathetic. They have sufficient energy, but not an excess of it. Disproportion between energy and the ability properly to direct and conserve it often leads otherwise capable men into grave errors. So an excess of a good quality becomes a fault as surely as the lack of it.

The durability of the body is measured by its natural flexibility.

Some woods are tough in fiber and can be bent almost double without breaking. Other woods are brittle and fragile and will snap apart when pressure is brought to bear upon them. The human body also has these qualities.

One man is easily adjusted to conditions of environment. He yields for the time being, but when the pressure is removed his tendency is to return to his original state. He can readily conform to the wishes of others when the need arises. He is also tenacious. He is not easily dislodged from his beliefs and plans, but is willing to make compromises. He will often concede a point for the sake of harmony. It is true that it is in the non-essentials that he yields. His original purpose is more often adhered to. The extreme of toughness of fiber results in rigidity. Tough fibered men have great wearing qualities and are enduring. They stand the strain and stress of an active life without serious consequences to themselves.

The brittle or fragile man is easily over-taxed. He snaps asunder when placed in unusual positions. It is hard for him to conform to new rules of conduct. His mind and body lack rebound. He adheres strictly to his beliefs, and when forced to change them, he is shattered. It is very easy to sever a taut cord, so the brittle textured individual, when put to severe tests, often suffers a nervous breakdown.

#### **Woods and Human Beings Compared**

A comparative study of woods and human beings reveals some interesting facts.

Mahogany is a fine textured wood. In consistency, it is hard; in flexibility, it is brittle. It is susceptible of taking a high polish and is distinctly the wood of culture and refinement. The individual whose texture is fine, whose consistency of body and brain is hard and whose fiber is brittle is also capable of taking a high polish. A room furnished in mahogany somehow suggests one's best dress. So also, the mahogany textured individual calls for one's finest manners in association.

The oak is somewhat coarser in fiber, hard in consistency and tough. It is strong, durable, tenacious. It is the wood of substantiability rather than refinement. It suggests rugged strength rather than delicacy. So, too, the oaken textured man has good wearing qualities, is natural in manner, substantial, and wears well from day to day.

The chestnut is a coarse, soft, brittle wood. It checks and warps easily and is easily split. It is used mostly for very common purposes, as in bridge building, making ties, etc. So, too, the coarse, soft, brittle man is useful only for the more common duties and is not susceptible of great polish.

White pine is fine, soft and tough in fiber. It is one of the most suitable woods, being readily adaptable to many uses. Its requirements are few and it grows well in almost any locality. The pine textured individual has the same qualities. He is adapted to many different uses, adjusts himself to conditions of environment, is frank and natural in manner, is mouldable in character and durable.

#### **Commercial Value of Laws of Texture**

In its commercial uses, a knowledge of the texture of an individual enables one to determine, in a great measure, his fitness for a given situation. One does not make railroad ties of mahogany or parlor furniture of chestnut. Boat builders do not make the mistake of using basswood for boat bottoms. The competent housewife does not use silk and broadcloth for scrubbing purposes. The tailor does not use gingham or pongee for making overcoats. Jewelry is not made of steel, nor locomotive wheels of gold. Why? Because man has studied the properties of woods, fabrics and metals and he uses intelligently the knowl-

edge he has acquired. He has no deterring superstition regarding these substances. It is deplorable, indeed, that we cannot apply the same degree of intelligent consideration to the study and uses of man.

Not long ago I attended a congress of educators—men and women who are in positions of influence in the educational world. Of the fifteen or twenty learned ones who spoke on the subject of vocational training, every one recognized the need, but not one had an intelligent solution to offer. The most noteworthy man, from the viewpoint of position, made the statement that there was absolutely no standard for determining what a child was best fitted for, and added that there probably never would be. And this man is commissioner of education of a state that is world-famous for its educational advantages. Yet, if this body of educators understood and intelligently applied but one simple law of Character Analysis, that of texture, their efficiency as vocational directors and educators would increase an hundred-fold.

Other things being equal, an individual will tend to purchase the grade of goods that corresponds to his texture. The fine textured man will feel almost insulted when a salesman offers to him a coarse, cheap grade of goods. His preference being for the refined, delicate and beautiful. Indeed, there are many whose texture and

purchasing power are out of proportion to each other, who will deny themselves altogether rather than buy something less beautiful than that which they want.

Likewise, the coarser textured individual does not appreciate the higher grade of goods. He is concerned more with the wearing qualities and commercial uses of a given object than with its artistic value. To dilate upon the beauties of your proposition is to waste valuable time.

#### Where to Look for Finest Texture

The longest and largest string on a piano vibrates about fifty times a second. The shortest and smallest string vibrates about six thousand times a second. Struck with exactly the same amount of force, there are many degrees of difference in their vibratory response.

If the reader has followed these articles closely, he will remember in the law of color, it was stated that "the higher the rate of vibratory activity of the molecules of the body, the lighter the color." So, if the principles of the science of character analysis are well founded, it should be true that the lighter the color, the smaller and finer the body build and the finer the hair and skin of an individual, the more intense and rapid his emotional response. A little careful observation upon the part of the reader will readily convince him that this is true.

It seems to me I'd like to go  
Where bells don't ring nor whistles blow,  
Nor the clocks don't strike, nor gongs don't sound,  
And I'd have stillness all around.  
Not real stillness, but just the trees'  
Low whispering of the hum of bees.

—*Eugene Field.*

# Economic Democracy in Production and Distribution : *by* Charles H. Ingersoll

**T**HE world generally, and especially our country, today, presents a lopsided spectacle with respect to the production and distribution of wealth, due to exclusive concentration upon production and consequent indifference to distribution.

So poignant has this condition become, as plainly to threaten the processes of production, and to force upon the attention, even of the wilfully blind, the fact that mere production, no matter how economical and progressive, does not beget healthful or even safe conditions.

Had distribution occupied but a small share of the concentrated attention of our "captains" that has been lavished upon production, we should not now be in possession of so great a white elephant of unassimilated wealth—and another of poverty.

The juggernaut of production is overriding all other considerations, especially those of human life and health, and even threatening the very interests upon which, after all, it must rely for perpetuity.

It must have human co-operation, and in some order. But its oppressions are obviously striking at the order, if not the very vitals of humanity.

## Conservation of Human Resources

The social viewpoint is all but lost, and humanity—men, women and even children—are being used, not as members of a modern society, but as mere parts of the machinery of production with its merciless grind.

All of which is very poor economics, and therefore poor business!

Just now much is heard of conservation of natural resources, and a very worthy subject it is, especially as it heralds an awakening of economic intelligence. But what do we hear of conservation of human resources? And of what infinitely greater importance is the latter?

What conservative business man would countenance tapping young trees; consuming grain needed for seed; neglect of machinery used in production? Yet the

composite business man of this industrial age is climbing to "supremacy" by the aid of child and woman labor, and able-bodied manhood is being sacrificed in a hundred uneconomic ways.

And the living conditions of the vast majority are such as to make the charge of wanton human waste only too obviously just.

And economics says it is all a matter of wealth distribution. The fault certainly is not with production. This, one is assured beyond dispute by common observation. Everywhere one sees the marvels of accumulated, highly specialized production; newspapers printed at 100,000 an hour; intricate mechanisms produced by human-like automatic machinery; rapid transportation, in immense units; everywhere human intervention eliminated or minimized; desires satisfied with a minimum of human effort.

Indeed, it is not a wild guess that a tenth of effort today produces an equivalent result of one hundred years ago, which is another way of saying that but an hour's work daily should now satisfy the average need.

Yet, there is a doubt if the time of labor is not longer now, and the pay, in actual satisfaction, less.

## The Problem of Distribution

So, assuming the laborer's condition to be the same, notwithstanding that his productivity has enhanced tenfold, what have we to account for? Obviously the improper distribution of the nine parts of his product he does not receive.

Should he receive them all? Is capital that has placed in his hands the implements of production to be denied its share?

And this is the whole problem of distribution—how much to labor? How much to capital; *and*, how much to monopoly?

That monopoly is now robbing both labor and capital is the teaching of democratic economics; socialistic economics charges all to *capitalism*, which it confounds with monopoly.

A few words of definition are here essential.

By "production" is meant not merely the production of goods, but any form of bringing wealth into being; growing crops, digging minerals, transporting goods, distributing merchandise, etc.

"Wealth" is any form of stored up labor.

"Capital" is wealth used in production.

"Distribution" is the disposal of wealth produced, whether in the form of goods or money; in royalties, rent, profits, dividends, interest, or *wages*.

#### **Monopolies and Capital**

The terms "capital" and "monopoly" are economically distinct, and the definition must be clear if democratic ideals are to prevail. They are confused in the socialist scheme and in the commercial practice of the day. Monopoly is a great wealth producer through exploitation; that is, without the pains of labor or employment of capital. It is therefore sought by every means, fair and foul, and constitutes the principal reason and basis of the bribery and corruption that besets us. It has brought every government into merited disrepute, as the ally and defender of every form of monopoly—in land, industry, finance.

As capital is often invested in monopolistic enterprises, it is confounded with monopoly itself, naturally and justly, but erroneously from an economic standpoint. At least, they are not identical. For example, a mine or water power, though involving an investment of capital, is a monopoly primarily. The business of mining or producing power is a legitimate use of capital, but the ownership of the sites is pure monopoly and a misuse of capital.

Evidences of unequal or unfair distribution are: Great concentration of wealth with individuals and corporations; existence of monopolies; existence of poverty; inadequacy of wages; labor disputes; strikes; unrest and violence; panics and financial stringency; business stagnation and fluctuation. These conditions have great portent from both the commercial and the human viewpoints; and these viewpoints should, and eventually will, merge.

But what kind of a distribution is possible or practicable? Shall we hand around

the accumulation of "the captains" and then watch the process of reaccumulations, and prepare for a redistribution?

Such is the conception of the problem from the uneconomic viewpoint.

#### **The Evil and Good of Socialism**

The socialistic scheme of distribution is the one most commonly conjured up by those who discountenance "agitation" or any disturbance of existing conditions. And if there were no other alternatives than socialism, their solicitude would be in a measure justified, for socialism is far from the democratic ideal.

Its scheme of distribution is a literal and complete distribution of not only all wealth, but all capital, and all machinery of production through their acquisition by the people; and then the placing of all the people at work in the administration of this vast mechanism; and in both departments of this scheme the difficulties simply appal the logical mind and even defy an active imagination.

Yet socialism has found acceptance with over 500,000 (nearly one-twentieth of the total) American voters, because the disease is recognized, the indictment is found, the demand for a better distribution of wealth must find expression; faithless legislators, corrupt parties and inane proposals for relief, must be rebuked, and the far-sighted or restless spirits (according to our viewpoint), seeing no hope elsewhere, have turned to socialism as a threat, at least, that a change must come.

How much more than a threat socialism is, we may only guess, but it is certainly that.

Fair wealth distribution is the prime objective of both the socialistic and democratic economic schemes, and their differing methods form the general outlines of the great world-problem in its two important phases.

The socialist plan is cut and dried, and dogmatic; it makes distribution the chief concern of its bureaucratic government which, to accomplish its work, would have to be inconceivably comprehensive, elaborate and efficient.

Briefly, the plan is: In order that monopoly and capital shall not participate in distribution, all land and means of pro-

duction are taken over by the government. If payment therefor is made (and socialists differ as to the propriety of this, as well as practically every other point of creed), so far as I see, they will but substitute taxation for profits and interest, as such payment would impose a great overhead charge in the form of bonds; and if they don't propose payment they must face all the arguments against universal confiscation of the real kind.

Having thus eliminated (?) the share now going to capital and monopoly, it remains only to attend to an equitable distribution of the entire product between the producers or laborers.

The law of supply and demand having been superceded, competition between workers for jobs does not assist in fixing wages, leaving the whole responsibility presumably to the commissioner of labor, and a great one it will be. Let us wish him success.

#### **The Democratic Alternative of Socialism**

This scheme may be workable, but I cannot take it seriously.

And what is the democratic alternative?

Briefly, it is competition under fair conditions; the law of supply and demand freely operating; substantial freedom under individualistic ideals; democracy; the elimination of monopoly.

The socialist scoffs at this program, and especially that competition may be rendered fair; but are we so far adrift that the socialist viewpoint is forced upon us?

Must the end of our civilization be centralization—monopoly, even if administered by "ourselves?"

Must our most precious ideals of democracy, individualism and initiative be forsaken for an unthinkable scheme of enforced "co-operation" because we cannot find the alternative?

I submit that we have not intelligently tried and that acceptance of socialism would simply be letting the case go by default.

The application of a little of the sense we use in business problems will show the way out without turning over our businesses and taking our places with the automations of the co-operative commonwealth.

But we must give this credit to the socialists: They have seen the fundamental faults in our system and had the courage

to proclaim them, together with the drastic remedies, if remedies they be. They have "called" our individualism, which is exploitation, and insisted that collective rights be recognized. By their "threat" they have shown us the middle ground of democracy which leads to freedom.

#### **How Democracy Would Work**

The question for us is, "can we get our democracy to function?"

There is no doubt but that all but a very few "impossibilist" socialists and other extremists agree that if democracy could be worked substantially according to its theory, there would be no need for socialism.

For the literal application of the golden truth of democracy, "equal rights to all, special privileges to none," would produce fair distribution of the products of labor and wealth.

And nothing more is needed or can be utilized in attaining fair distribution than the insurance of equal rights, and the denial of special privilege, which means that humanity and business will only require, to insure justice in wealth distribution, to be left alone under this great democratic law, rather than requiring an elaborate fabric of regulation and socialization.

One thing is certain; that democracy, according to any fair definition, has never yet been tried. The nearest approach is in our country, where all agree that there is little more than a theoretical application of it, and that not very clear. In fact, it is almost commonplace that in most of the old world monarchies, democracy is most actual, so completely is the theory obscured here by bad practice. The European feudalism is here replaced by a feudalism of privileged wealth, which, being organized on the vast American scale, has submerged democracy correspondingly.

#### **Progress Towards Democracy**

Democracy here is just in the making, and notwithstanding the discouraging outlook, the world is looking to us for a vindication of it; we are now getting to recognize the great truth that the remedy for the evils of democracy, is more democracy, and "*more*" is the present day order.

The most spectacular phase of this program for more democracy is the rapid advance of direct legislation all over our country; this under the names of primary reform, popular election of senators, but more particularly the initiative, referendum and recall. These, rather more than the general movements of insurgency and reform, give definite promise of constructive achievement of democratic ideals. The success of these movements, however, is largely built upon the general awakening, due in great measure to such agitation as Roosevelt's.

That democracy can cope with the problem of wealth distribution; that it can substitute real, natural competition for the jughandled variety now in vogue; that the wage problem will disappear along with monopoly, and that fair conditions for both labor and legitimate capital will ensue,

seems a fair conclusion from all the facts before us.

And that our great country is to be the scene of this readjustment; that from a place of mere commercial and industrial supremacy we are to evolve one also of genuine economic and moral transcendence through the full adoption of the complete formula of democracy—seems not a mere vision, but a definite prospect.

*This is the third article in the series on Business and Economics, by Mr. Ingersoll. The fourth will appear in the April number.—Editor's note.*

One great cause of failure of young men in business is the lack of concentration.—*Carnegie.*

Do good with what thou hast, or it will do thee no good.—*William Penn.*

## Action

By T. B. PARKINSON

ONE fact stands out prominent in the Sheldon idea—a man may have all the success qualities except one, each developed to a marked degree, but if it can be truly said of him, "One thing thou lackest," and that one thing "Action," his other good qualities avail him nothing.

No matter how good a man may be, or how much he *can* do, the world will not be helped unless he actually does things, gets action. Nor will any AREA Club or Business Science Club be benefited unless their benefits are made known to, and are participated in by, the men they are intended to help.

"So it's doing, not dreaming, that makes one a man."

Did you ever take a mental survey of an up-to-date railroad engine?

Somewhere within it reposes *ability*. In its construction there was evidence of *reliability*—every bolt and bar could be depended upon. The iron and steel had been selected with care, each piece was in its proper place, and, as the master mechanic ordered it from the works; truly it could be said, for *endurance* it was without a rival.

As we gaze on this engine, a giant of its class, intended to be used in the transportation of the commerce of the land, it stands silent and helpless on the rails. Why?

This perfect piece of machinery, complete, apparently, in every detail, lacks the essential quality for usefulness—*action*.

The fire must be built, the steam developed, and the engineer must pull the lever. Then all that was intended or expected of it becomes a reality.

Apply this to any Sheldon student or graduate.

He may have *ability*, plus *reliability*, plus *endurance*, but until the fire of service burns in his soul, and generates the steam of enthusiasm, and it is applied by his pulling the lever of intelligent effort, he will not profit most, because he has not served best, neither will he be exemplifying in his life the great principle of business building that are being taught in this 20th century "*Sheldon Idea*."

"Confidence is the basis of trade," and "The science of business is the science of service, and he profits most who serves best."

# Lessons From Life in Capsules—How They Won Success : *by* William A. McDermid

## Broaden Your Vision

**I**T IS said of Stephen Girard, who, during his lifetime, was the richest man in Pennsylvania, that he had no other interest in life outside his work. He, himself, stated that that was all life was good for, and he lived up to his belief by laboring incessantly, often for twelve or fourteen hours a day for days at a time.

The elder Astor was another man of the same kind. Why is it that Girard and Astor, and men of the same type, keep on piling up superfluous millions of dollars, out of which they can hope to gain no pleasure of making it, to the total exclusion of any of the pleasant things of life? It is because their imperfect education has left them no other resources. They are neither broad-minded nor versatile. Their minds run in grooves. They are in a rut, from which nothing can dislodge them.

When Franklin had attained a competency in the printing business, he turned from business to science, and then from science to public service, leaving behind him a grateful memory to the entire nation.

Stephen Girard, it is true, left much to charity, and especially to the wonderful Girard College, but even the sum devoted to this latter object was wasted by politicians, because of the restrictions which Girard, in his ignorance of educational needs and his narrow outlook, imposed on the recipients of the gift.

Astor's chief claim to fame is the historical connection of his name with the development of the fur trade, and the fact that to him is partly attributed, as to Commodore Vanderbilt, the beginnings of the great American railroad system.

By contrast, Franklin, who was a man of broad and thorough education, has left his impression on the printing craft, in the newspaper business, in the field of letters, in the realm of electricity and in the fields of finance, war, diplomacy and state-craft, and when he went to France to enlist the support of the French republic for the revo-

lutionary army, he was bringing to bear all of his education on a problem of salesmanship.

## Coining Knowledge Into Money

**J**OHAN JACOB ASTOR'S biographer says of him: "The great secret of Astor's early, rapid and uniform success in business appears to have been, that he acted always upon the maxim that *knowledge is power*. He labored unceasingly to *learn the business*. He put all his soul into the work of getting a knowledge of furs, fur-bearing animals, fur dealers, fur markets, fur gathering Indians, fur abounding countries. He neglected no opportunity of procuring the information he desired."

## James Gordon Bennett a Great Salesman

**T**HE first and greatest of the leaders of the modern school of journalism was more than a great journalist, he was a great salesman.

Terribly hampered by his personality and by certain defects of his ethical standards, he was still able to make the *New York Herald* the greatest of the New York newspapers, and to give it a reputation in Europe as being as representative of this country as the *London Times* was of England.

Why was it possible for him to start the *Herald* in a dingy basement in New York, gather the news himself, take subscriptions, solicit advertising, write advertising, single handed, and against all these odds, before many years to give it a circulation as large as any two of its competitors?

Because, in the first place, he knew his customers. He knew what the people wanted, and he bent every energy to giving it to them. He knew his goods; he knew what news is. He is the first American journalist to be really a journalist, to have the "nose for news." Whether it was undignified, flippant, transient, or even



indecent, made no difference with him, so long as it met his standards of timeliness and interest. Finally, he knew how to make the sale; he knew how to present his matter in such a form that the public would like it. His little paragraphs were read and had greater influence than the ponderous editorials of his rivals.

People who were ashamed to be caught reading his paper, nevertheless bought it to see what that fellow would say next. He spared no expense to get quality goods; in other words, the latest news, and he changed his standards to meet the demands of his public.

He was primarily a great salesman.

### Carnegie's Secret of Power

**A**NDREW CARNEGIE at ten years of age, with his cousin, laboriously saved up a dollar, with which they bought oranges and berries, peddling them around to the retail stores. The success of the Keystone Bridge Company, Carnegie's first venture in steel, is attributed to Carnegie's ability to sell the stock to railroad men. Week after week he arrived at the office with a smile of victory, and tossed to his plodding partner contracts bulging with profit. He was not and never has been a practical maker of steel. His success in securing profitable orders at this time was mainly what put the balance on the right side of the ledger.

### The Salesman an Educator

**T**HE "foreign" salesman especially, introducing American products abroad, must constantly fight ignorance and prejudice.

The story is told of two Americans, who saw a French peasant laboriously hacking at long grass with a small sickle.

"Why don't you get a scythe?" said one of the Americans. "Then you could cut twice as much."

The Frenchman deliberated in perplexity for some moments.

"I don't see how that could be possible," he said, "because I haven't got twice as much grass to cut."

The American salesman who tried to introduce a new style of lathe, told the

manufacturer, "It will do so and so in seven minutes."

"It cannot be true," said the proprietor. "I am sure this is a fraud, because it takes five of my men an hour to do this work"

### What Advertising is

By Jerome P. Fleishman

**A**DVERTISING means telling the people your business story—and then telling it to them again and again.

You never heard of the Slip-Easy collar, let us say. You've been having a deuce of a time every day trying to get your tie to slip into its proper position after you had tied the knot. You've wasted a mile of swear-words, but still that blamed old tie *will* stick, tug as hard as you can.

Well, some fine morning you pick up your newspaper and you see an attractive announcement of a new collar that does away with tie-tugging because it provides plenty of space for the neckwear. "That's a good idea," you say to yourself.

That evening, you see that advertisement again. Then maybe you see it a third time. Or possibly it's a different ad telling about the same collar. By this time it has made such an impression that you determine to try one of those collars, just to see if it will do all that is claimed for it.

It does. Your confidence in advertising goes up several points. You are delighted. You throw away your old collars and buy a supply of the Slip-Easy kind.

What made you a purchaser of the new article? Advertising—persistent, intelligent, commonsense advertising. That is what printer's ink can do. That is what it *will* do for *your* merchandise, Mr. Merchant. Advertising will deliver the goods if the goods live up to the advertising.

### In the Arms of the Absolute

What care I for the troubled day  
And the strife and the snarl of men,  
Failure, grief or the sting of life?  
For to all, there's a grand Amen.  
Sorrow may shadow the noonday sun,  
But at night—in the silence mute,  
Wounds are healed and my fears are stilled  
By the Breath from the Absolute.

—W. A. McKenzie, M. D.

# Prenatal Culture of the Child—the Law of the Three Threes : *by* Anna G. Sheldon

**T**HE law of heredity is a most important law in nature. Everybody concedes that the leaders of men are the highest attainment of this law. Prenatal culture is a principal part of obedience to this law. It is through this that we knowingly gain definite progress in the further development of our race.

Nature does nothing by accident. With her all is law, system and order. From the formation of non-conscious objects up to the highest specimen of rounded-out manhood and womanhood, all are governed by law. There is system and perfect order throughout all the planes of consciousness. When anything does not conform to the laws of nature it is hampered or destroyed.

What is the chiefest and choicest of all the offices of nature? The creation of the new human plant. We are the highest attainment of nature's wondrous work. We are governed by her laws, too. The highest types in our order are the result of conscious or unconscious co-operation on the part of parents with nature's laws.

We have an attribute which the other orders of life have not. We are an advanced creation, and nature has given us this added power. The added power is our intellect. This, at its best, is the highest attribute in man's complex organization. Such an intellect directs strong, healthful emotions. You see, the feelings came first in the order of our moral evolution. The intellect is a later product, and it in turn has added controlled, balanced and educated emotions.

Now this intellect of ours is capable and equipped to observe the laws of nature, to comprehend them, to discriminate between the right and wrong application of such laws as pertain to the reproduction of the best in the high order in which we have the honor of being individuals.

The higher the order, the more inexorable and complex the responsibility resting upon the individuals of that order. We are individuals in the highest order of Nature's creation; therefore our responsibilities are manifold. Our study of and

obedience to natural laws, and particularly the truths of prenatal culture is compulsory if we would be fathers and mothers of leaders of men.

## **The Fourfold Attributes of Fitness**

First of all, we wish to have children of high moral character—Reliability. Second, we want to be proud of their talents—Ability. We also want them to possess Endurance—staying power, physical and mental. And we want action—strong control of will.

Incidentally we want good looking children and happy children. These qualities will come if the others are realized, as they are natural results of the great AREA quartette—Ability, Reliability, Endurance and Action.

We must be scientific fathers and mothers to accomplish these things. We must embody and practice for ourselves the things we wish to find in our children. The survival of the fittest is a law we often state. We comprehend it easily enough when we view the history of animals. Do we realize the infallibility and importance of this law as it operates in ourselves? Have we a clear conception of why it is that the fittest survive? The enduring, able, reliable and active specimens in all the orders of nature are the fittest to survive. They survive because they are properly equipped to live in their environment.

In all conscious orders this is true, for all such are marked in their degree of Ability, Reliability, Endurance and Action. In the lower orders Ability is recognized as sensation; in the intermediate state of evolution as knowledge and learning; in the highest form as wisdom.

"Onward march" is the mandate given all who enter this mundane sphere. Everybody tries to obey at the start. Only the fit and the worthy are able to take up the success tempo. These catch the rhythm and give the proper accent as they mark the measure in the march of progress.

There are three degrees of comparison in men, as there are three degrees in the words which qualify the noun. We have fit men, fitter men and fittest men. The fit survive. They observe enough law and are enough in harmony with God's laws to squeeze through and survive for a long time, perhaps. These work unconsciously for the most part, however.

#### **The Three Degrees of Fitness**

The fitter are better equipped, for they work in conscious obedience to the laws of nature. Their satisfaction and success is several degrees greater than that of the many who obey these laws unconsciously and unthinkingly.

The highest degree of realistic certainty is reached by those who earnestly study and masterfully apply the laws. These keep in tune. These are the best equipped. These are the halest of men. They consciously observe and conform to the laws of nature themselves and, by suggestion and example, include their knowledge in the equipment of their offspring. Repeating these suggestions and daily practicing obedience will make them the fittest models for their children to follow during the successive periods of education.

The fittest parents are AREA parents. The fittest children are the offspring of AREA parents. The fittest men are the result of AREA education.

In the equipment of these AREA people the law of the three three's has been carefully followed. For the benefit of future AREA folks, we state this law in definite form right here.

#### **The Law of the Three Three's**

To develop Ability, Reliability, Endurance and Action in their unborn child, the parents must do nine things right, that is: think right, breathe right, drink right; exercise, cleanse and eat right; relax, recreate and sleep right.

This is what to do. We always have the "what to do," followed by the question, "How are we to do it?" Let us take them up in their regular order.

Think right comes first. This means that we are to consider the thoughts the parents should have for the development of the AREA of their children. During the

preparatory period before conception both parents should practice daily the nine things given in the law of the three three's.

Someone has said that our inheritance begins without great grandfathers. This is in a measure true, but our most telling inheritance comes from the lives of our parents.

The preparatory period is, then, really the place where prenatal culture has its rosy dawn and the golden day of its worth is found in the right attitude of the mother during the nine months which follow conception.

#### **Choosing a Vocation for the Child**

Mother teachers, to begin with, it is best that you set aside a specific time for the purpose of directing the right thoughts to your coming little one. These thoughts should be earnest and strong for the four fundamentals, and should be taken up in regular order, as indicated by the word AREA.

First, thoughts conducive to Ability development. Second, thoughts conducive to Reliability development. Third, thoughts conducive to Endurance development. Fourth, thoughts conducive to Action development.

You will probably have some profession chosen as the one you wish your child to follow—an orator, a musician, a lawyer, a doctor or a business man. All professions are open now to either sex, so you need not be fearful that your choice may result in a woman orator or a man musician. Either sex at the top of any profession is a glory to the race today.

"Hitch your wagon to a star." Aim for the highest the world will afford. Then hold earnestly and firmly to the Area model you select as the one you wish your child to image. Be definite and finished in your thinking. Be very sure you can make your child anything you wish, provided you think right, breathe right, drink right, exercise, cleanse and eat right, relax, recreate and sleep right daily.

#### **Daily Thoughts for the Mother**

When you first awaken, you begin to think, do you not? Suppose you memorize and practice the following sample of a properly harmonized AREA quartette of

right thoughts to use for the AREA development of your child the coming week:

*First, thoughts for Ability development:*

Dear one, "Wisdom is the greatest thing, therefore get wisdom."

"Knowledge is proud that it knows so much; wisdom is humble that it knows no more."

To be wise you must daily earn your wisdom by concentrated effort.

You will be wise.

You will sense right.

You will image clearly.

You will ideate right.

You will reason correctly.

You will form accurate judgments.

You will apprehend laws.

You will recognize principles.

You will have Ability.

*Second, thoughts for Reliability development:*

Dear one, "He profits most who serves best."

"To love is to serve."

You will have all the qualities which grow the giant Reliability tree within you.

You will have desire to serve, hope, faith, earnestness, justice, courage, honesty, kindness, loyalty.

You will have Reliability.

*Third, thoughts for Endurance development:*

Dear one, be strong and keep strong.

Staying power makes a good start and a completed finish.

You are practicing daily with me the nine things which develop this power of endurance.

Your endurance of body will be as adamant; your endurance of mind will shine as the firmament.

You will have Endurance.

*Fourth, thoughts for Action development:*

Dear one, "The reason most men do not accomplish more is because they do not attempt more."

"No man shall place a limit on thy strength."

Such triumph as no mortal ever gained may yet be thine if thou wilt believe in thy Creator and thyself.

At length some feet will tread all heights yet unattained. Why not thy own?

Press on! Achieve! Achieve!

Your will is your "decider" and "acter." You will be decided. You will have action.

#### Use the Positive Form

Always use the positive form in conveying your thoughts. Never use the negative form. If you desire an orator, state your desire this way:

You will be an orator. You will be a silver-tongued orator. You will be fluent in expression. You will be powerful and convincing in argument. You will be magnetic and hold your audience.

Keep away from "don'ts" now and always. Never say, "Don't be a heavy-tongued orator. Don't be a hesitating, indistinct speaker. So much energy is lost saying "don't." Leave "don't" out now and make your little one an intimate friend of "be," "do" and "have" instead, from the beginning.

Think as earnestly and carefully about the selection of your thoughts and the motives which direct your action in this, the prenatal, period of education as you will later on in the post-natal or parental period of education. You will not have the cart before the horse then. Things will move smoothly when the little one is in the home with you.

#### Reading for the Mother Teacher

Read inspiring books. There is great benefit and entertainment afforded in reading the lives of famous men and women. While reading, keep the four fundamentals in mind. Also memorize a goodly list of positive qualities, such as kindness, faith, hope, courage, loyalty, justice, earnestness, patience, perseverance, industry, self-control, energy, desire to serve, thoroughness, accuracy, speed, ambition, usefulness, judiciousness, reasonableness, etc.

Now read the life of Socrates or Aristotle, or, if you wish to be modern, the life of Emerson. These men stand for Ability development pre-eminently. Every successful man or woman has a marked development of those four fundamentals. These are necessary for their success.

With the thoughts for Reliability, read Marcus Aurelius or Abraham Lincoln. Lincoln was able, reliable, enduring and active; but Lincoln stands out as a perfect example of Reliability.

For Endurance, read of Hercules or our modern Sandow. For Action, Alexander the Great, Napoleon or Theodore Roosevelt. Check over your list of positives and note which ones stand for success in the lives you read. Here is a sample:

I have just finished an article in a recent magazine about our living example, George Westinghouse. "He has patents on 300 of his inventions, all initial things he made for the progress of the race in the realm of mechanics. The air-brake is one of his inventions." The article states further: "The vitality, the health and strength of this deep-chested, broad-shouldered, six-foot mortal promises the reaper a long, long wait. It is not fair to call him a human dynamo, because a dynamo is driven by something, and this man drives himself. He's a human power plant, a living force. If he were not a man he would be one of the mechanical marvels of the world."

In this sketch we find ability, endurance and action marked in development. Reliability, too, cannot be lacking. Of the individual positive qualities we find ambition, reasonableness, imagination, energy, strength, perseverance, patience, industry, poise, desire to serve and accuracy.

Remember, "reading without reflecting is like eating without digesting." This is literally true, for one can be surfeited from over-feeding on mental food, and one can also be mentally impoverished by unfit mental food.

The same is true of the physical side of man. Be temperate, then, in the amount of reading you do and very particular about the quality of ability nourishment you take each day. Take time to reflect (digest) your mental food, as you do your physical food.

The blood, which amounts to about two gallons in the normal individual, is called from all parts of the body and centers where the special work of the moment is taking place. For instance, when you eat, the blood centers in the stomach. When you read or center on thinking, it flows to the brain.

#### **Guard Your Thoughts**

So take one thing at a time and do that well. It is a fact that this is all we can do and do it thoroughly.

Everything affects both you and the little one. Be on your guard. See to it that you permit only thoughts from the proper source to influence you. Keep a clean conscience. Look into your memory mirror morning and evening. Be sure that the reflection you behold there is radiant and beautiful as the result of the "think rights" and "do rights" which have accumulated during the day.

When night comes you may repeat with the Village Blacksmith, "Something attempted, something done, has earned a night's repose."

You will feel the joy that comes from the fulfillment of successful work.

Invite culture and refinement from every available source. Endeavor to view beautiful pictures, statues of great men and women. See elevating dramas and listen to beautiful music. Whenever possible, mingle and hold converse with people who have alert, able, active minds, with folks who measure up to the requirements of the Mental Yardstick.

Favorable environment is essential to the growth of all successful individuals in every order of nature. Men and women are particularly responsive to the satisfaction and comfort which come from favorable mental and material environment. When the actual necessities—food, raiment and shelter—are provided, mental environment is more to be desired than material luxuries.

The leaders of men tread on mental mountains high. Their "think rights" are lofty, their convictions worth while. These permit no recognition of small thoughts or things that trammel or retard their progress in any way.

#### **The Sum of Ability**

Ability is the knowing power of the mind. This part of the mind has three parts to it. That is, to know completely, we must think, remember and imagine right.

To think right, we must first sense right; second, image right; third, ideate right; fourth, reason right; fifth, form judgments; sixth, apprehend laws; seventh, recognize principles.

To sense correctly, one must have his five physical senses highly developed. All first knowledge comes through the five

physical senses, seeing, hearing, tasting, touching and smelling.

You first unfolded this way, and the new baby will go through the same process to develop and unfold itself.

Be observing and discriminating yourself. Be careful to take a correct picture of every good thing you see. Photograph beautiful, accurate pictures through the retina of your eye, that the impression may be indelibly imprinted upon your mind.

Hear beautiful psalms, beautiful tones of everything. Taste wholesome things. Smell fragrant things. Touch substantial and dainty things. You will be able to remember them at will and live them over in the odd moments for the benefit of yourself and the little one. These beautiful things you have sensed—pictures, books, music and many things—can be measured by the four fundamentals—Ability, Reliability, Endurance and Action.

Of course, classic pictures, books and music and high-grade production of anything is the material monument given by the AREA mind back of them, and they necessarily have all four of the fundamentals expressed in them.

Take Bonheur's "Horses at the Fair." Is not Ability, Reliability, Endurance and Action represented there? A book that lives must stand the same test. The same with the great symphony or opera.

The same is also true in the mechanical world. A great engine represents the

Ability, Reliability, Endurance and Action for itself, and also the characteristics of the individual who invented it.

Everywhere you look, you will be able to keep before you the four basic AREA essentials. The trees, the rocks, the mountains, the oceans, the firmament with its myriads of stars, image the Infinite Area mind of the Creator.

These are the essentials for AREA success. An AREA success has health, long life, capacity to enjoy, and honor.

If you accomplish these things for yourself and your children, you will not have lived in vain, will you, mother teacher?

Then practice daily the law of the Three Three's; and this law begins with Think Right.

In our next article we are to talk a bit more about the process involved in thinking right. We shall try to include the whole of the first three parts of the law named, viz.: Think Right, Breathe Right and Drink Right.

In addressing the mother teacher in these articles, I take it for granted that she is a student of Mr. Sheldon's courses involving the Area Philosophy. These articles point the way to the application of these truths to prenatal culture.—*A. G. S.*

*This is the third in Mrs. Sheldon's series of articles on Child Education. The fourth will appear in the April number.—Managing Editor's Note.*

### A Morning Prayer



Now, I get me up to work,  
I pray the Lord I may not shirk.  
If I should die before the night,  
I pray the Lord my work's all right.

# The City Man Can Become His Own Horticulturist and Gardener: *by* H. H. Lilienthal

**T**HE position of the salesman in industry as a distributing agent naturally brings him into the congested centers of trade and commerce. The habits of life, occasioned by his vocation, tend more and more to withdraw him from the soil.

From the time our prehistoric ancestors first scratched the soil with a crooked stick to the present day of specialized activity is a far cry. Yet the intense desire and fascination of producing life from the land is inherent in all of us. Men and women, compelled by their occupation to spend the greater part of their lives in the cities, know the exhilaration of a day spent with the birds, flowers, fields, woods and streams.

All wealth comes from the land. We often hear the cries: "Back to the soil," "Back to nature!"

Increasing civilization implies increasing wants. The manifold desire of our complex society gives rise to multitudinous occupations. Specialization is the order of the day. So some must spend their lives doing just one thing and perfecting themselves at it.

## The Struggle for Existence

All the battle of life centers around the law of self-preservation, the first law of nature. To sustain life we must have principally the essentials of life, consisting of food, clothing and shelter. These are chiefly the products of the soil. Our ancestors had an easy access to the soil, their habits, customs and requirements were more moderate and not those of the modern man or woman.

They produced everything themselves and for themselves, and by so doing acquired practical knowledge; the knowledge of producing or manufacturing the things they needed.

As we have progressed we have begun to acquire many new habits, and we have constantly reached out for more and more.

Habits and luxuries have become necessities.

By degrees the necessities have become greater and greater. Manufacturing has become more specialized, systematized and centralized, and cities have increased in size.

The rural population has abandoned the production and manufacturing of one thing after another, and by so doing great masses of people have lost the practice, not only of making a variety of things, but often of completing one single article in all its details. When city life became attractive to the country people the farms were gradually deserted. Cities began to grow, and the result was the coming of modern industry.

Great manufacturing and commercial centers have been established for the production of the many different things, leaving the farmer only the production of the raw materials. The result is that the converting of the raw material into the different finished products has been taken away from the modern farmer. The farming people have been actually reduced to grow only the raw material, and, as it is today, generally only one single article, such as wheat, potatoes, hops, etc. Or if fruit, then only one or a few varieties.

## The High Cost of Living

The "variety of crops" farming, as it may be called, as well as the converting of raw materials into manufactured goods of olden days, had its charms. There was a fascination of producing one's own food, clothing and shelter, and the many things for recreation and comfort. This charm being lost to the farmer, many farms have been abandoned and the cities overpopulated and overcrowded.

The converting of raw materials into the finished products has been centralized in the hands of a few, and the great mass of one-time independent farmers has become wage-earners. Some have become distributing agents for the large manufacturing concerns. In this latter work is employed a great mass of salesmen and



saleswomen, whose toil confines them indoors.

Every salesman and saleswoman is picturing the future in a different way. Many are planning to become store-keepers and employers. In other words, they are striving to become distributing agents, but in the meantime they are working for wages. In order to save money they must live as cheaply as possible. Today one of the problems of greatest importance is the high cost of living, and with this problem they must battle all the time. They are interested in reducing the cost with the least possible privation.

#### How to Get Fresh Vegetables at Low Cost

The history of our foodstuffs is interesting. Let us deal with the vegetable, as used in the city. Vegetables are handled and rehandled from the time they leave the gardens until they reach our tables. First by the grower, then the packer, the freight handler, the commission men, the wholesaler, the retailer, the peddler, the customer. All of these select, reject, examine. Lettuce, radishes, parsley, parsnips, turnips, carrots, etc., sometimes lose their freshness and flavor by being exposed for sale in the market places. The spirit, the crispness, the life evanesces in the unwholesome atmosphere of the city and leaves but the fiber behind. That peculiar, pungent, delicious flavor of the lettuce and radishes is irretrievably lost three or four hours after cutting, and no one knows the taste of these succulent vegetables who has not cut them fresh from the garden.

There is no necessity for our buying vegetables when by a little highly interesting work we can raise them for ourselves in our backyard or on the roofs of our houses. The Chinese, for instance, support whole families with the products of a little soil on a flatboat. This is known as intensive farming.

It is generally conceded that we do not eat enough greens. Enough vegetables can be raised with proper treatment of the soil on a very small space to support life. The high cost of living can be reduced materially by having access to the soil and by raising vegetables in the fields, in the backyards, in boxes on the back porches or on the roof by the installing of miniature

truck gardens to correspond with the available space for this purpose.

#### Possibilities of Small Gardens

A—On a very small space only crops can be grown to use immediately. These may be of insufficient quantity.

B—On larger space crops can be grown to use immediately in larger quantities.

C—On a still larger space crops can be grown in a sufficient quantity to use immediately and some to be preserved and stored as a partial yearly supply.

D—On a large space crops can be grown in a sufficient quantity to use immediately and enough produced for preserving and storing for a full yearly supply.

The following vegetables and aromatic herbs can be successfully grown in boxes:

Lettuce—for salad.

Radishes—to be eaten raw.

Garden cress—for salad.

Water cress—for salad.

Red beets for soup; as spinach, vegetable.

Swiss chard—as spinach.

Chicory—for salad.

Dandelion, improved—for salad.

Nasturtium—for salad and pickles.

Chives—for flavoring.

Onions—as a vegetable and for flavoring.

Parsley—for flavoring.

Sorrel, wild—for soup.

Sorrel, cultivated—for soup.

String beans—as a vegetable.

Thyme—for flavoring.

Majoram—for flavoring.

Carrots—as a vegetable and for flavoring.

Kohl-rabi—as a vegetable.

Leek—for flavoring.

Genuine spinach—as a vegetable.

Squash—as a vegetable.

Corn—for salad.

Mint—for flavoring.

Dill—for flavoring.

Fennel—for flavoring.

Rosemary—for flavoring.

Sage—for flavoring.

#### Some Practical Directions

Good soil and uniform moisture is the secret of success in the growing of vegetables and plants.

For raising vegetables or flowers in boxes, almost any kind of box can be used,

but boxes should not have less than five or six inches of good soil. Tightly made boxes must have holes bored in the bottom to give the water a chance to pass through and thereby prevent the soil from losing its sweetness.

In preparing the soil in a small space of a box or a pot or a small piece of ground, care should be taken to have it well mixed with fertilizer and to have it free from weeds. Ordinary soil of almost any kind, thoroughly mixed, one-fourth, one-third, or even one-half, with well decomposed manure will produce good results in boxes. In a piece of open ground some fertilizing and good working of the soil from twelve to eighteen inches deep will also produce good results.

The cultivation of the soil in pots, boxes or in the open to prevent the appearance of weeds by hoeing, scratching and turning of the soil between the plants, thus allowing the plants to receive air, is essential to healthy and vigorous growth. This process should be repeated frequently to get the best results.

The staking or tying up of such plants as string beans, squashes, etc., can be done by branches, stalks and sticks, as well as by means of wire and strings or wire netting.

The people of the United States are more and more getting out of the habit of preparing and storing foodstuffs and supplies for themselves. This is true, not only of the dweller in cities, but also of the great majority of the farmers, so that while our ancestors depended entirely for their yearly food supply upon their well-filled pantries, the present generation, both dwellers in cities and farmers alike, depend upon the commission merchant and the grocery almost exclusively.

The abandoning of the habit by the people of providing themselves with a full yearly supply of food makes them less independent. These impractical and undesirable habits and customs have crept upon the American family, with the result of practically reducing us to a nation with empty pantries.

People should, without delay, inform themselves on horticulture, so that in the future every man could be his own farmer and be able to produce on the soil an abundance of the necessities to sustain life.

*The author of this article has been engaged in experimental and practical farming for the last thirty years, and as a horticulturist has a national reputation. He is president of the Juvenile Horticultural Society, an organization with branches in every large city in the United States.—Editor's Note.*

Old institutions, these arts, libraries, legends, collections, and the practice handed along in manufactures, will we rate them so high?

Will we rate our cash and business high? I have no objection.

I will rate them as high as the highest—then a child born of a woman and man I rate beyond all rate.

—WALT WHITMAN



*Extracts from the Actual Correspondence between the Sales Manager of the George F. Eberhard Company, San Francisco, and a Live Organization of Business Builders*

### **Decision**

*Being Part of a General Letter to the Sales Force*

**I**T IS said by the learned that our boasted civilization is in most things but a repetition of that which has been lost and re-discovered at intervals of centuries during the existence of the human race.

We all like to talk about the chap who decided some big event in his public or business life quickly and with good judgment. At times we may even speak our own experiences—where we got into action promptly and definitely settled some problem with good result. This usually applies to some big event.

But the real value of decision is in small things.

How many of us keep the matter of decision without waste of time before us in the day's work?

#### **Decision Plus Action is the Thought**

Habit is all powerful.

Analyzed carefully, the way to do everything is the result of habit. The way we get up in the morning, the way we dress, eat, go to work, open an envelope, is the result of a habit formed and unconsciously carried out. It is well, no doubt, as it enables us to concentrate our attention upon the more vital things.

When the salesman starts to call on a distant customer, not knowing whether he will be at his place of business, does the salesman use the telephone to make sure he will be there? Does he make it a habit to know the time of day to hit the customer right, according to his business, the location or his class of trade? Does the

salesman make sure that his selling data is complete and does he decide to act on these things and act at once?

Probably the salesman will hesitate about these things. It is debatable about the telephone. The 'phone might be busy—guesses he will chance it. Time of day is a puzzler—morning's good; late afternoon might be O. K., so the salesman goes about noon—finds the man out and—

It is such a simple everyday problem, you may laugh, but watch yourself a little and you will have many opportunities to take yourself to task.

The old "maybe the other way is best" is an evidence of a lack of decision in the majority of instances.

Watch this tendency.

### **Value of Repetition in a Selling Talk**

*Being Part of a General Letter to the Sales Force*

**I** HAVE observed that many salesmen, after presenting the several claims regarding the quality, utility and economy of their line, seem lost if a sale is not completed, and drift into small talk—getting away from the subject, apparently, in trying to avoid repetition of what they have said before.

This is a mistake. So long as you can sustain the prospective customer's interest, even though you can not close the sale, continue to *go over the ground*.

Keep talking the economy, the utility and the quality of the product. Clothe your talk in different words—approach your claims from different angles but stick to the selling talk.

Don't drift to small talk or get away from the truth. Keep hammering at what you know are the logical reasons for the customer to warrant his buying your line.

Repetition is as good here as anywhere else. It is good in advertising—it is good in education. When you want to make an impression that is permanent, it is necessary to repeat in different ways the same thought.

Now, this doesn't mean being a pest. It is as bad to talk too long as it is to stop prematurely.

Some salesmen act as though the introduction and the regular sales talk, if successfully concluded, demonstrates their ability and blame the customer if he still hesitates.

The mere fact that an interview is obtained and the sales claims made, means nothing if a sale is not concluded or the opportunity for a future sale assured.

The right kind of selling talk should accumulate force as you go along, repeating the different points and reaffirming or elaborating upon, with different forms and illustrations, the claims that you know are in favor of what you're endeavoring to sell.

Avoid small talk—if you're selling goods. It's live selling talk that will close the sale over the counter or on the road.

If you're short of selling talk—get busy. Every good article in a line has an unlimited selling talk behind it, and you can weave in enough personal appeal to satisfy the type of occasional customer who likes to talk about outside topics.

Study and know each article from its history to its actual use. Most salesmen are weak when it comes to their sales talk after the first "rally"—you should have every claim and objection clearly in your mind in four or five combinations of words.

## You Can Win

It is not to the strong that the victory goes,  
Nor yet to the wise, we unbend—  
But it is to the brave, who "Fight the good fight,"  
And never give up, to the end.

The battle of life is not won by mere brawn,  
Nor yet with the knowledge of "Seers"—  
But 'tis won by the man whose motto's "I can,"  
And, smiling, sees light through his tears.

So smile on, ye pilgrims, ye saviors of men;  
Nor falter, on life's thorny way—  
The scars that you gather make others aspire  
To "lengthen their shadows" each day.

—"Pastor Bill."

# Small Change for the Mental Cash Register Minted from Wisdom : *by* W. A. MacKensie

**S**HIVER rhymes with liver—when your courage ebbs and failure stares you in the face, it's time for a deep breath, a quick walk, less stomach fuel, and then old Vim will sparkle back along your nerve wires. Vim, poetically licensed, rhymes with win, you know, and is the antithesis of liver shivers.

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When "seven come eleven" gets to buzzing in a young man's head, he's liable to forget the practical success arithmetic where *work* and *win* are equal qualities.

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We'd rather be a Sheldonite than most things; we've respect for the Campbelites and even for the Hittites and Jebusites, but heaven help the procrastinites—we can't.

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A college education, laid on a foundation of cigarette butts and pillared with empty joy-water bottles, has as slim a success appearance at a shite-poke that's been starved six months.

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A fellow that "can't come back" lends a suspicion of "never was."

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I'd rather have the seat of my Hart-Schaffner's shiny than the ends of my how-de-do-how-are-yous saffron. It's often the case of sitteretting at work at the old desk versus cigaretting, oblivious to the duties of the same place. The saffron fingers form the pass word to the Despise-Work Club.

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The fellow into whose head you couldn't get an idea with trephining tools usually is first to yell "Nonsense" at every new thought movement.

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If you're always looking for a peck of trouble, better have a two bushel sack ready.

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Any man who spits promiscuously is a shining encouragement to unwitting mur-

ders. When the great white plague claims one out of every seven souls—better jump off the earth to expectorate lest you lead, by your example, some victim thereto to cast forth upon the ground millions of the little germ vampires. There's hell, anguish and despair in a drop of consumptive sputum.

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Even a liar may do a community good in a commercial way. I once knew one of the Ananias ilk of whom it was opined: "that if he ventured it was a nice day, his friends gutted the stores buying cravanettes and gum boots."

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Judging from earthly comparisons, if heaven's bottom dropped out and let the populace into hades, it would take a Sherlock Holmes personified and glorified to pick out the strangers.

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There's the same thread of good and bad in most of us—the only difference being in which end of the telescope is used in viewing the woof of others and of ourselves.

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We hear a good deal of condemnation of things "of earth earthy." It's snowing today—and while gazing out upon the billowy white expanse, it strikes me that anything that can wear purity garments as becoming as old Mother Earth is a pretty good sort after all.

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Isn't it pathetic that anything as fair as love, sweet with the incense of immortality, should be a victim of the cancer of lust.

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It's a cruel thing that Bóy Tommie and Girl Mary, after living in the garden of dreams and sipping the violent confection of love, should drive themselves forth and as man and woman wound their trembling lips with the thorns of divorce.

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The doctor says the roadway of health is paved with pills; the Christian Scientist, with denial of matter; the physical culturist, with proper exercise; the osteopath,

with bones atune; and every one of them are looking down into the valley of life from a different mount, and when back again on the level plain of common sense will eventually agree.

The best and sweetest fee I ever earned was "Dood doctor-oo stopped my cwy," lisped by a babe from lips untarnished by deceit.

If you have an idea, cage it. Ideas have the wings of the morning and may take eternal flight unto more responsive territory.

*Dig deep in business.* You never struck artesian water at ten feet, did you?

Positiveness pales the pill habit; negativeness needs nervines.

Five or six years ago I prescribed cod-liver oil, quinine, calomel, *ad libitum*; lately my most frequent prescriptions are the first ten lessons of a Sheldon Course, Fletcher's Works, The Hindu Science of Breath and Isaac Walton on Fishing, and strange to say, the death rate is practically nil.

Say, Mr. Bar-Room Frequenter, here's a bargain. Try saloon loafing for ten nights. If, in that time, you get two hints for advancement or hear Abe Lincoln's or George Washington's name reverently mentioned three times, I'll grant you some excuse for being there. If not, let's brush the scent off your clothes and try ten nights in a business advancement club or a civic league meeting. I'll let you be the judge as to which atmosphere is more conducive to the health growth of the peonies of rich, ripe success.

I've seen a father a drunkard, his son a suicide, his grandson killed by a train while he was in a drunken stupor, his great-grandson wrecked by disease, his granddaughter with the cheek's peach blossom of virtue blackened by the frost of lust and believed firmly that the sins of the father were visited on the children of succeeding generations. Then I had such conclusions knocked into a cocked hat by seeing two

other grandchildren rise to usefulness, purity and success under the same environment, and concluded that the canker was rather in the individual's lack of originality and proneness to follow the easier worn track. Yet the grinning cross-boned moral in either case is there and is daily trampled under foot by those who seek the "easier way."

No microscope has ever revealed the germs of success in a drop of alcohol.

Hitting the fast gait will carry you to a fast gate barring you from the sedate reservation of business success. Your "hot-time auto" might, with its immoral gasoline stench, kill the posies of promise there, so you're likely to be excluded. If so, in later life, with gasoline gone, you'll trudge barefooted the scorching desert sands of failure.

"Have one on me," frequently means "I'm putting one on you," one more burden to drag you back in the "get-there" race. All things being equal, the lightest weighted horse usually wins any race.

A pure thought, a deep breath and a real smile will kill more microbes than all the antiseptics ever invented.

You've heard in a shell the "roar of the sea"—just listen subconsciously and you'll hear the dash of success waves in your own soul—no matter if the latter seems but the shell of failure.

Conscience is but the C. Q. D. of your real self perishing in the breakers of physical error or selfishness.

Isn't envy a foolish thing? You'd be in fearful danger if every envious thought was granted. Suppose you, a few months ago, were envying Mr. Harriman or certain United States senators—wouldn't the realization have been painful, looking at things from this later date?

Whether heaven is, orthodox like, a place of rest and psalm singing or, as is more likely, a field of evolved endeavor

and unlimitation unleashed, the idler, should he manage to sneak in on the brake-beam of the Celestial special, will be in an unpleasant predicament. In the first instance, his lungs would collapse in the rare atmosphere sans cigarette smoke, and in the second, he'd be so unused to unlimited hustle that he'd get run over by a heavenly tortoise and everlastingly sprain his self-complacency.

Did death ever strike you as the pen-wiper used by the positive fraternity in life to clean the stylus of development from its ink of mortality preparatory to dipping it into the indelibility of unlimitation?

A swell-headed or incompetent "boss" can "pi" more human futures in the chases of existence and blot more promising copy than he can balance on the books of compensation for two such existence cycles.

I once knew a typewriter salesman who could sell whale blubber to a Hottentot—on time. The next time he got within striking distance of the torrid zone he would have been hot-potted and served as poison rations to the enemy. He sold me a bum typewriter after I had trusted him as a friend and landed the sale ahead of the cleanest little salesman I ever knew. I was considered rather "wise," and perhaps Mr. Slicktongue chuckled a bit, but the chuckle developed into a business neuralgia later. I dropped into a position where my influence swayed the purchase of a half-dozen typewriters now and then, and Mr. Slicktongue was afraid to call. The other fellow, who had been beaten in the five-furlong dash for the sale of one, landed an order for five machines on my recommendation to my firm and disposed of several others at my instance. Through this and other successes, he is manager of a city sales force at a juicy salary, while the other fellow, naturally qualified as a world-beater, is pegging country roads, continually searching for new territory. The difference was simply between "business getting" and "business building."

An oil-lease crawled out of his buggy with designs upon a 240 acre farm. The

owner yelled "Von of dem oil menzs?" The former admitted the terrible truth, whereupon he was assailed with a fearful tirade on "oilmenzs, agenz, lightning rod menz" and other criminals in general. It unfolded that Mr. Farmer had been loaded up with lightning rods and peachless peach trees *ad libitum* and *ad nauseatum*. The leaser's partner, from the buggy, yells "Let's go—no use." Instead, Mr. Leaser walked straight towards the farmer, agreeing here and there, reasoning with "buts," "ifs," "trues" and "wells," backed the irate individual up against a chicken house and commanded pleasantly, "Sign here," which the farmer obediently did—a blank lease. Then he looked scared and gasped, "Dat ain't a deed to my brobertry, is it?" Just a touch of non-resistance. Now, that lease could have been filled out in terms to suit the oil man, but the latter was honest and gave the farmer better terms than if the paper had been filled out before signing. Result—there was no trouble in landing all the leases contiguous to this man's land. Simply business building, instead of mere getting.

"A juicy proposition" is not always a desirable one—witnesseth the fellow with the over-flowing chew of navy plug.

Twenty-five years of correct, or even approximately correct, breathing, eating, exercising, sleeping, thinking, working and drinking would rust every doctor's sign in the universe. A few centuries hence no one will ever confess that his ancestor was a doctor or employed one.

A little relative once asked me "What becomes of all the yesterdays." I couldn't answer him intelligently, but sometimes I believe that they are being woven into a panoramic view to be unscrolled to man in some future existence so that he may see the glorious opportunities he daily overlooked. If so, let's digest well the passing show of the todays.

"The morning after the night before" is a forfeited game in the business score. The dark brown taste and the aching head and few hours sleep on a dream-tossed bed



mean a strike-out sure in the business game, with the contest sharp and a chance for fame for the batter whose eye is lit with the light of the pure white soul and who spent the night drinking in power from the absolute which bathes the ego through the night hours mute.

When you get to thinking that you just can't live without some luxury—quit worrying. If you do die—you won't need it, and if you get it, you won't die, so it's bound to come out O. K.

Give me insight into today, and you may have the antique and future worlds.—*Emerson.*

Build new domes of thought in your mind, and presently you will find that instead of your finding the eternal life, the

eternal life has found you.—*Jenkin Lloyd Jones.*

The man of grit carries in his presence a power which spares him the necessity of resenting insult.—*Whipple.*

When I don't know whether to fight or not, I always fight.—*Nelson.*

There's a flower that grows in the garden, boys;  
In the garden of realized dreams—  
It thrives in the dew of Endeavor, lads,  
And in sunlight of hope sweetly beams.  
It's the lily of perfect contentment, friends,  
It'll weather adversity's gales;  
Blossoms perennial in zephyrs of truth,  
But in falsehood it withers and falls.  
Money may strive for it, but all in vain, boys;  
Greed its beauty makes pallid and cold,  
But smiles from a heart that rings true to the  
test  
Plant a sprig of it deep in your soul.

## The Deceptive Advertisement

By T. J. McLAUGHLIN

The art of advertising consists, not in what the advertiser says, but in what the reader hears.

ONCE upon a time a camel stuck his head into a sand pile, thinking that the elephant, who was passing, would mistake him for a lion—the foolish camel!

This camel stunt is in evidence today in the form of deceptive advertisements. And as it was with the camel, the advertiser is the one who is deceived.

No one can deny the fact that these deceptive advertisements attract attention. No, not one. In fact, they stand out as prominently as a sore thumb on a small boy's hand. And we read them, especially the deceptive part; but we turn our heads in disgust before we are half finished reading the complete advertisement. That is just why the deceptive ad never pays.

After all, it is not a question of attracting attention, but one of holding the attention. The last word in an advertisement should have as much, if not more, weight as the headline. The last part of a sentence should have just as much force as the first part. In many advertisements this principle is ignored, therefore the deception.

Another thing of vital importance. Types have a tone value same as that of pitch in the human voice. Yes, they have.

*Big, bold types* shout, as it were, while the small types affect the whisper. That is, when in the same advertisement. And what is known as the "still, small voice" is heard from between the lines. It is this voice that the reader hears, and it is this voice that decides the fate of the advertisement.

A sentence printed in one size type always has more effect upon the mental faculties of the reader than it would have if printed in more than one size. It is never permissible to shout in our daily conversation, nor is it with the printed word.

Let the street faker indulge in that sort of thing, if he so desires. But for obvious reasons the business man can not afford to do business in that manner. He must play square.

Duty demands that he place all the "cards" upon the table. If he holds a "card" up his sleeve—*his fate is sealed.* So says the "still, small voice."

# Look for Your Competitor's Good Points —Never Mind His Faults : *by* E. N. Ferden

I HAVE a friend who owns a cafe. I presume he calls it a cafe, not a restaurant, because the waiters are all dressed immaculately, clean linen is always in evidence, and the decorations cost some money.

I called upon him on a recent trip of mine and had a fine lunch at his expense. During the lunch we talked, first of the girls, friends we used to know, and how they were grown up to be old maids or mothers of happy families; then we drifted into less reminiscent, if saner, channels, and he told me something about his business. However, I won't tell you much of what he told me, only what's necessary to bring out a particular point which is as vital to the general merchant, a manufacturer of overalls, or a banker, as it is to a restaurateur.

"I moved into this place of mine with the idea of doing things just right," he said. "My idea was to have the best, most popular cafe in the city, to offer good things to eat, good surroundings, good service. You know that great crowd of fairly well-to-do's, who live downtown, or at least eat there, are always on the move from one restaurant to another. My aim was to run my establishment in such a way that I'd hold them. We fixed the place up pretty well, as you see. We got the best cooks, and paid our waiters more than any other place in town.

## Looking for His Competitor's Weak Points

"Well, we did a good business, a fair business, but about that time along came another man and started a place right across the way from mine. You can see it over there. He opened up shortly after I got well going, and to my chagrin I soon found he was getting some of my regular custom, and he got more of it as time went on.

"I tried to make out the reason, but I couldn't see anything but bad points about his establishment. I had a better decorated place, better service, and my prices weren't a cent more. To be sure, his place was

clean, well kept and a nice cafe generally, but I had it over him just the same. I sent some of my men over there to eat and learn, if they could, why things were so. They couldn't make it out—couldn't find a good point about the place, only faults.

"Then I enlisted the co-operation of a couple of friends (of a man and a woman) and asked them to try to find out from people who ate over there (friends of their own) what the reason was. In about three weeks they reported to me.

"They had put their question to a dozen people in the usual way, without reference to me, and all but one had given the same answer.

"What was the answer?" I asked.

"They like the service better, the waiters."

"Like the waiters better," I said, "but I get the best in the city, and pay them more, too."

"That's so," was the reply, "but remember, there are two classes of people eat at a good cafe—the class that have been brought up so in the lap of luxury that they always want a waiter bending over them to attend their every want, and those who, while they have money to spend, prefer to do their own ordering and have a bit of privacy.

## The Good Point that Won Business

"The second class is the sort of regular trade you want, but you're losing it. Over at your competitor's, every servant, on handing a diner the menu, and arranging things, remarks, unless he sees that the customer is in a great hurry, "Pardon me, but one generally likes to take a little time in choosing what to order, so I'll be back in three or four minutes." And he withdraws to where he can see all right, but not appear to be hanging over one's shoulder, telling one to hustle up. It gives folks a chance to study the menu and to choose leisurely, and when the meal is served they are better satisfied than they would have been had they chosen on the impulse. Further, they are likely to choose more, too, which means a bigger bill."

"That's one thing those waiters do—and another is the fact that, when they have brought the food, they again withdraw to where they can see, but not be obtrusive. That helps some, also.

"Well, I thought the matter over, and that afternoon I called all my waiters together, and we talked it over—and since then we have made use of that one particular good point in my competitor's system. That was a year ago, and today we're doing fifty per cent more steady business than we did then—and holding it."

"But," I asked, "Why didn't your own

employees, the ones you sent over there to eat, find out these things?"

"I don't know," he answered, "unless it was because we had simply so imbued ourselves with what we thought were the bad points of that business as compared with ours, that we couldn't see anything else."

Which is the point I alluded to earlier in this story as being applicable to all lines of business activity.

As Mr. Norvell, of the Norvell-Shapleigh Co., St. Louis, said the other evening in a most interesting talk: "Spend your time looking up the good points in your competitor rather than the bad ones and your business will gain more."

## Business Maxims

By J. E. MORETON

**I**F THERE are any among your readers who have suffered, or are undergoing a great loss in business so that they seem to stand on the brink of failure, I would advise them not to take up their abode with despair, or say, as many say, "I will not labor any more for fear I bring more trouble on myself." Such thoughts as these not only draw to a man those conditions that help on his downfall, but they crush out all that is manly in him, and sometimes make him worse than the brutes.

If the time and energy men lose in bewailing their losses had been spent in trying to retrieve their fortune, they would have been better off in the end than had they never known a loss.

How many high and honorable positions are today occupied by men who would never have been where they are had it not been for the difficulties and disappointments with which they have had to contend? Such men as these are the backbone of commercial life.

Do nothing haphazardly, or without considering the end. He who knows not whither he is going will very likely fall into a ditch; but a wise man maps out his steps before he begins his journey.

Climb not too nastily, neither hope to build in a day what it has taken others years to build. Better climb slowly and patiently to the top of the ladder that leads

to success than fall through haste when you have reached half way.

Be not indifferent to little expenses, for these comprise the bulk of your fortune.

Have thy boat always at hand ready to be launched when occasion calls. He who is not prepared for sudden and unexpected emergencies is often carried off his feet and drowned by the sudden incoming of the tide, but a wise man is ready for all shocks.

Judge a man's wisdom by the good he does, and not by the amount of gold he has. Gold is obtained with greater ease than wisdom, and riches given to a fool increase suffering and folly.

Pluck not your fruit before it becomes ripe.

Strive to promote the welfare of others, and if thou canst do others good by inconveniencing yourself, suffer thyself to be inconvenienced rather than lose an opportunity of doing good.

He who is always selfishly seeking his own good without seeking the welfare of others, pursues the shadow for the substance, and finds evil.

Despise not the counsels of those who have trod the journey before you, for they may save you from many disappointments. He who slights the warnings of experience rushes knowingly into destruction, and deserves his bitter end, but he who takes good counsel from the wise saves himself from many ruinous falls.

# Present Conditions and Future Possibilities of Trade With China : *by* Dr. Gilbert Reid

*From an Address Delivered Before the Ways and Means Committee of the Chicago Association of Commerce. Reported in Chicago Commerce*

**W**HAT I have to say is partly the outcome of my study of Chinese conditions for nearly thirty years, and familiarity with the desires and ambitions of the more intelligent of the Chinese. I do not represent my own individual views so much as the views of a large number of Chinese who are connected with our institute, in designating me to come to this country and present various aspects of this new, progressive era that is arising in China to the attention of thoughtful men in this country. Indirectly I represent the desire of a large number of the more enterprising and the mercantile classes of the Chinese that there should be a larger participation on the part of American merchants and American financiers in the development of China along the lines of hearty, friendly, co-operation.

## **The Flag and Trade**

For a large period in the history of our relations along commercial lines with China, the flag followed trade and not trade the flag. It was as early as 1786 that the first ship sailed out of Boston harbor to go with a cargo to China, and it was not until 1845 that the first treaty was made by our government with the government of China. Yet, during that period of fifty years, there was a large amount of business going on with China, carried on by our enterprising merchants of *the east* when Chicago was not yet born.

## **National Trade Policy Growing**

From 1845 commerce and the flag went along together, and with the last decade, you may say that commerce has the opportunity of following the flag; that is, that the government has taken a more intense interest in the affairs of the Far East than was ever exhibited before. It presents an opportunity, therefore, to our business men to have such facilities for carrying on their

operations as were not secured during the previous century.

## **Chinese Feeling Toward Us**

There are two general doors of opportunity open to us. We may possibly neglect them, owing either to a failure to take advantage of them, or to a fear of future danger.

The first opportunity is that the Chinese as a people and the Chinese as a government are more friendly disposed to this country than they have ever been before. The second opportunity is that our own government is taking a more intelligent interest in the affairs of the Far East, along the lines of increasing American influence in the countries of the Far East than ever before.

## **Manchuria Still Chinese**

This is illustrated very emphatically by the message of President Taft that was sent into congress recently.

There is, however, in the minds of a great many a certain misapprehension as to certain political and social conditions arising in China. One of the most prominent bankers in New York city said to me the other day that it seemed to him that Manchuria was no longer the territory of China. I tried to relieve his mind of that misconception. I told him that it was true that the Japanese, by arrangement with the Chinese government, had secured certain privileges and rights in the building of railways and in the opening of mines in Manchuria which were not accorded to the people of other countries; but the territory of Manchuria still remained Chinese, and the Chinese officials are in charge of all the political affairs of those three provinces.

## **Chinese Merchants Not in Retreat**

Furthermore, if you will investigate, you will find that even on the border between Korea and Manchuria the Chinese mer-

chants of the capable and honest class have been pressing in until there and far up into the interior of these three provinces of the northeast the largest amount of business is carried on by the Chinese merchants themselves.

So long as the government and the commerce remain in the hands of the Chinese we need have no fear concerning the future outlook of Manchuria.

#### **Internal Peace Assured**

The second misapprehension is as to the constant rise of disturbances in China, a fear that there may be another Boxer uprising.

The Chinese themselves have seen the folly of the superstitions and the fanaticism developed in the Boxer uprising, so that they will not attempt anything of a similar character again.

There may be local disturbances here and there through China, but there is nothing to cause us to fear in undertaking any large enterprise, commercial, educational or religious, in the empire of China at the present time.

#### **Trade Conditions**

The trade conditions in China are more difficult, and in some respects less favorable, than they were before. Originally there were only two competitors—the man from the United States and the man from Great Britain. Now, you have other competitors, Germany and France and Russia and Japan and Austria-Hungary and Italy. In fact, all of the countries of Europe are engaged in business in China. Before it seemed as if there was room for both the American and the Englishman. Today it seems as if there was not room for all of these competitors to come into China and carry on their trade. If there is not room it places the larger obligation upon us to seek for the larger development of China, so that by opening up her resources it may be possible for intelligent and honest men all over the world engaged in business by fair competition to enter into China, for the assistance of China as well as financial gain for themselves.

#### **Decline in Opium Business**

In the matter of trade with China we have to consider it under two aspects of

our exports to China and of our own imports from China.

First, as to our exports to China, and that is of great interest to us as Americans, although it is not of primary interest to the Chinese, as you will see later on. Of the world's exports to China originally half were found in opium. Today that has gone down to one-tenth of the whole amount. Next in line comes the cotton or piece goods, which amount today to thirty-seven per cent of the full amount. Of the other lines of exports to China, you as business men no doubt are familiar. Perhaps some of you have been actively engaged in the export of your goods to China.

#### **Quality, Style and Packing of Goods**

There are several things that I would impress upon you as important, if we are to hold our own in the game that is being played out there in China at the present time, for the introduction of our goods.

The first is as to the quality of our goods.

As a rule we have had a high quality of goods, and I would not urge that we should lower that quality. I would merely give the suggestion that, as China is a poverty-stricken and needy country, along with our high-grade goods it might be wise for us to introduce perhaps a little lower grade goods that would meet the tastes and the wants of the Chinese.

The second is that of adaptation to the Chinese. It is impossible for us to carry on our trade with China if we seek to make their tastes conform with ours. We must suit our goods to their tastes, of such a make and of such a color and of such a form that it will be attractive in the competition that is going on.

The third is as to the packing of our goods. It is one thing for Japan, an island along the coast of China, to send her goods into China, and it is another thing for us to send our goods from Chicago to New York or to San Francisco, trans-ship them across the ocean, and if from New York, around by the Suez canal and the Red Sea and the Indian Ocean on to China; then transfer them from the ship by the cargo boat to the shore and from the cargo boat, carried by the coolies into the go-downs

or the large places of storage, store houses; and then reship in the boats that run along the canals and up the rivers, and then transfer from those great water highways far away into the interior of China by pack animals, and by wheelbarrows, and by carts, and on the shoulders of the coolies. What we may pack safely and suitably for a portion of our country would be found dangerous and unsafe if we should transship it and then transfer it far away into the interior of China.

#### China Must First Develop

So much about our exports to China.

As to our own imports, I believe it is a fundamental principle that it is impossible for us as American merchants, or for the merchants of any other country, to extend and develop trade with China if we begin at this home end. We must take the point of view of the Chinese.

As a government China is nearly bankrupt, and the large majority of the people are intensely poor. Only by helping to develop China, by opening up her resources, by making her prosperous and strong, by increasing her own exports can China have the money wherewith to buy our products or our manufactures or goods of any kind.

By the development of China we can extend our trade with China, and therefore, from the Chinese point of view, which is what I present, we must seek to understand how China's exports can be increased, not how we as Americans can have a chance today without giving any assistance whatever to the Chinese to introduce our goods and manufactures into a poverty-stricken country.

#### Here Exports Must Increase

On this question, therefore, of Chinese exports, we find that the great question that faces the Chinese today is that of exchange.

For the last few years the Chinese exports have been less than her imports. She has had to pay large indemnities to foreign countries. She has to pay year by year the interest on large loans. The silver of China, therefore, has been going out and, without something being done to equalize this international exchange, the government of China is in danger of a col-

lapse. Therefore, in order to equalize and make China secure as well as prosperous, it is necessary for us to understand in a fair way the question of exports and imports and be willing to allow the Chinese to understand that what they must do first of all is to extend their exports to the other countries of the world.

#### Co-operation Needed

In connection with this, therefore, is the great problem as to how China is to be developed, as to how her resources are to be opened up; as to how she is to become strong and prosperous in this great commercial competition that is going on among the nations of the world. The first principle that I would emphasize is that of hearty co-operation.

#### How the Institute Works

Through the institute with which I am connected, and which has twice received the sanction of the imperial government, we have worked entirely along the line of co-operation. We have been incorporated under the British laws of Hong Kong, by which the Chinese and persons of other nationalities shall come together on an equal basis, have equal control and equal participation.

We have in connection with this a commercial section, consisting of twenty-two of the most prominent business men in the city of Shanghai, which is the great commercial emporium of China. Eleven of these are prominent Chinese merchants, representing the different guilds and connected with the Chinese Chamber of Commerce. The others are two Americans, two British, two German, two Japanese, one French, one Russian and one Hollander. They come together and consider things of common interest as to how the barriers may be removed and how trade may be developed for the good of the Chinese as well as for our own good, and not simply from the selfish standpoint of how we are going to make all the money we can out of the Chinese, whether they are benefited or whether they are injured.

#### Investments Invited

Then we have along with this principle of co-operation the opportunity presented for larger financial investment. I do not

see, and I would not declare to any commercial body that there is any great outlook for the increase of your trade with China in the sense of introducing your manufactures especially, or other goods into China. The greatest opportunity that is presented is in the way of large investments, of large amounts of money for the commercial and industrial enterprises which the Chinese would be glad to see undertaken if along the line of co-operation.

#### **Concessions No Longer the Policy**

Some of the most enterprising men in China came to me before I left Shanghai and urged me to bring this to the attention of the financiers of this country; that is, that the Chinese are unwilling at the present stage of popular government, with the new system of parliament, ranging from the local government and the provincial assemblies clear up to the imperial parliament in Peking—they are unwilling to grant any more concessions to foreigners under foreign control, regarding them as a danger and a menace to the country.

#### **Ready for Team Work**

But the Chinese are willing, by a joint stock arrangement, in which they and we can invest capital, and in which each can have the benefit of the brains and suggestions of the other, to work together in harmonious and friendly spirit for undertaking many of the largest kinds of commercial and industrial enterprises for the development of the country. Fifty years hence such investments will give you Americans—and the people of every other country—an opportunity to sell goods to China, which no one possesses today.

#### **We Must Take Some Chances**

I urge in conclusion two or three things for your consideration. The first is that you consider as to whether any of your goods may not be introduced into China rather than to stand aloof and to allow other countries to come in and gain a foothold. You, perhaps, five or ten years hence may wake up to the importance of increasing our trade with China, only to find that we are being left out after others have gained the ground. You can at least make inquiries as to the price of your goods being

sent to China in comparison with the prices offered by other countries. It is well to consider whether, even with a temporary loss, you may not establish a business there from which afterwards you can recoup by the larger prosperity of your business and without any of the dangers of securing opposition from any of your competitors.

#### **The Spirit of Friendliness**

The other thing is that you, as intelligent men and philanthropic men, as has been witnessed by these reports you have presented here today, should be interested in anything that is going to mean the development of China, carrying out the policy of our government of friendliness with the persons of every other nationality. We shall work in the spirit of giving China a helping hand which will be appreciated by the Chinese, high and low, throughout the empire, and will be the beginning of better business there and of better conditions in our relations with China.

When I hear people say that circumstances are against them I always retort: "You mean that your will is not with you!" I believe in the will—I have faith in it.—*Elizabeth Barrett Browning.*

### **Perseverance Conquers All**

*By Henry Austin*

Genius, that Power that dazzles mortal eyes,  
Is oft but perseverance in disguise.  
Continuous effort of itself implies,  
In spite of countless falls, the power to rise  
'Twixt failure and success, the point's so fine  
Men sometimes know not when they touch the line.

Just when the pearl was waiting one more plunge,  
How many a struggler has thrown up the sponge!

As the tide goes clear out, it comes clear in;  
In business, 'tis at turns the wisest win.  
And oh! how true, when shades of doubt dismay  
"Tis often darkest just before the day."  
A little more persistence, courage, vim!  
Success will dawn o'er fortune's cloudy rim  
Then take this honey for the bitterest cup:  
"There is no failure save in giving up,  
No real fall as long as one still tries,  
For seeming setbacks made the strong man wise.  
There's no defeat, in truth, save from within,  
Unless you're beaten there, you're bound to win!"



# What Our Libraries Need—Some Practical Business Literature : *by* O. J. Vogl

**R**ECENTLY a reform movement has struck us in the educational department. Several Chicago educators sailed to Europe last summer to get at the vital facts and compare notes with European systems and authorities. Berry C. Gruenberg, chairman of the Biology Department of Commercial High Schools in New York city, writes an article for the October number of *Success* under the heading, "What's the Matter With Our High Schools." Dr. Charles Eliot comes out and tells us our college course needs cutting down. "Get the boy into active service as soon as possible," says the former president of Harvard.

True to this, our big men have all hustled into active service without the short stop of college training. While compelled to do office boy's duties, they have fitted themselves for something better. Without exception you will find the world's successes from the self-made ranks, studious men, reading men.

The self-help universities provide no tuition fees, exams, college yells, high balls and night sessions of the Kickem-Tiem-Soaken-Poakem Frat. All the cosmic urgers of the self-taught class map out their own course of study and cut the comedy. They hustle for a living and relax on their studies, while "the check every week" boy hustles for athletics and relaxes on strong drink, foul air and bad company.

All thinking people admit that. We see many boys come home from Ann Arbor, Yale and Harvard with monogramed cigarette cases, passing their time running the auto for the family, while the apprentices in office, store or factory are spending their spare time reading.

Andrew Carnegie did a splendid thing when he supplied us with reading rooms. He was a self-educated man himself. He knew what the self-helper needs, a chance, books and a little time.

Despite what people say and the better methods they have for spending Carnegie's money, the fact stands: Carnegie has done

much to educate the masses. He provided an opportunity for the self-help seeking man and woman.

No questions asked. You can hold communion with the world's greatest thinkers any day in the week, in some places, evenings and Sundays, by going to the public library. All they require is that you keep your voice low and your head up.

The boy with the library habit will need no guardian. He soon will know and show. He is getting his education along with his pocketbook training. He is on the road to Wellville, Prosperity Country, Sunshine State, U. S. A.

From personal observation there is just one thing our libraries need, and that is—Books.

Most small towns have excellent buildings, finely finished and furnished reading rooms, but few books. I found a library in a town of three thousand in Iowa without a dictionary. Even some of the sumptuous looking, well filled book shelves of city libraries fail to carry the solid literature so necessary to the studious reader. You can find Mark Twain's works complete, while you look in vain for Emerson, Victor Hugo, Robert Louis Stevenson, etc.

On the magazine table you might find *Punch*, *Puck*, *Judge*, *Ladies' Home Journal*, *Delineator*, *Leslies Weekly*, while your heart clamors for *The Fra*, *BUSINESS PHILOSOPHER*, *Caxton Brochures*, *System*, *Modern Methods*, *Business Equipment Journals*, etc.

Are our libraries catering to children, matinee girls, ladies' sewing circles and professional gossip hunters, or are they here for the busy man, the business man, the student of scientific business development? Should they not carry books of interest to the man who hustles for a living?

Some big city libraries might be fortunate enough to carry this inspirational literature, but thousands of prosperous town libraries in villages of 2,000 to cities of 30,000 are robbed of the pleasure of carrying the self-help aids and by-laws of success books, which made the public

libraries possible and so numerous in the United States.

Can't anything be done to get more and better reading in our public reading parlors?

If we see rightly and mean rightly we shall get on, though the hand may stagger

a little; but if we mean wrongly, or mean nothing, it does not matter how firm the hand is.—*Ruskin*.

Men are born with two eyes, but with one tongue, in order that they may see twice as much as they say.—*Colton*.

## Imparting the Bug

By GEORGE H. STEINLE

**B**ILLY BURROUGHS is one of the boys who wander about the country gathering orders for an office appliance house. Billy's harvesting season usually begins about the first of January and ends on or about December thirty-first.

There is one particular device that Billy can always sell, even when things are "dead slow." The reason why is the excuse for this article.

It happened in this wise: Upon returning from a successful trip last spring Billy remarked to the sales manager:

"Say, I think we picked a bad one when we took on that Bestever Thing."

"What! That thing? What ails you, Billy? I think you are in need of the services of an oculist."

"Well," said Billy, "you may think it's all right, but a number of my best customers have convinced me that it won't do."

"Won't do, eh? Well, Billy, take it out of your sample trunk and leave it with father. I positively will not let you kill the sale of the best thing in our line by 'lying down.' I will not let you ruin the cutting edge of your wits by trying to make other people believe something you yourself do not believe. I'll sell Bestever file without your kindly assistance. I'll write a circular and tell the trade what it really is and get the business."

Leaning back in his chair, he fastened his gaze on Billy, and said further:

"Billy, if any one should ever remark that you are not an A1 business getter, send him to me and I'll get that fool notion out of his head before the big hand on that clock reaches to next figure. But you can't sell Bestever files, that's settled."

After mulling it over for a day or so

Billy quietly slipped into the sample room and examined the Bestever file with a new mind. One after another the various points of value seemed to flash upon his vision, and, along with them, the elements of a hot selling talk, until he wished himself face to face with the fellows who had dared to say mean things about the Bestever.

Then he walked over to the sales manager's desk and said:

"I believe, after all, that there is some class to that Bestever file."

"Class?" said the sales manager, "why, man alive! If I could see the selling possibilities in half of the things in our catalogue that stick out all over that device, this company would be looking for a new sales manager. I'd pack my grip and hit the pike and before I had covered one-half of the territory the mail carrier would be hump-backed from carrying in my orders."

### Result

Billy took out the "Bestever," and, when he lifted it tenderly from the bottom of his trunk, his face was decorated with a smile of anticipation. When the dealer looked from Billy's face to the "Bestever" his mental attitude was one of expectation.

He bought, of course.

He could not help it. And he sold them, too.

The Bug was communicated all along the line. The dead had come to life, the enthusiasm of one live man had made it a winner.

### Moral

Believe in your line, and when any one dares to tell you your goods are N. G., burn him up.

# Good Advertising Earns Big Dividends Even if It Is Costly : by Orville Allen

**I**N SPITE of all the talk about extravagance in advertising, about the so-called "advertisers' grave-yard," and business successes that have been made without advertising, it is now a proved fact that good advertising pays—and pays big.

In business, the final test is, does advertising pay? Not for a week, or a month, or a year, but for all time. The answer, then, is: Yes; advertising pays big dividends on the investment.

As to extravagance in advertising, there has been much said, pro and con, and the ultimate conclusion seems yet to be at far distance. What is extravagance in one case obviously is not in another.

The so-called "advertisers' grave-yard" is a good deal like the human grave-yard: It is not the fault of advertising that so many head stones are visible in the "advertisers' grave-yard," just as it is not the fault of nature that so many head stones are visible in the human grave-yard. In the first case it is the disobedience of certain fundamental laws of advertising, and in the second case, the disobedience of certain fundamental laws of nature.

Such a large percentage of all business successes can be traced to advertising that it is now an obvious fact that good advertising pays. If good advertising did not pay, it would not last—would not have evolved into the greatest of all business forces.

Does the average business man keep on putting his money into unprofitable things? Have you ever known of a business man who was a judicious user of good advertising that was willing to give it up, or if he did give it up, that his business didn't deteriorate and eventually fail?

The business man who has once got into the game of good advertising knows that without it he might as well close shop.

The business man of today who tries to do business without advertising is at a distinct disadvantage when compared with the remainder of the business world. He is very likely a full-fledged member of the

"don't-care-just-make-a-living" crowd, and really should be working for some one where he could be doled out a goodly share of supervision.

Good advertising is the great present day business force, typical of the age—the age of progress and efficiency. There is no other force today that is doing so much good for human betterment—as well as business betterment—as good advertising. It has rendered, and is rendering a genuine service to the entire race—business, social and political.

The business man who judiciously uses good advertising smiles to himself when he hears the talk about his advertising extravagance. He smiles when he hears the business men who do not advertise discussing how long he is going to last. And he smiles again when his competitors say they "don't see how he can afford to do so much advertising."

He smiles because he knows his business fellows have taken some high-brow salesman of non-advertised goods seriously, when he said it cost too much to advertise.

He knows those high-brow salesmen of non-advertised goods are, in the majority of cases, in the order-taker class. "Have been making the same territory for the same house for the last ten years and their business is not quite as good this year as it was last."

He knows those high-brow salesmen are the fellows that will stand around and tell you how good their territory was ten years ago; always and forever they are telling how good things "used to be"—and that advertising is an expense and doesn't pay. Fact is, they are in the "has been class" and have failed to keep pace with the present day business developments.

Can't tell your high-brow anything about the science of salesmanship or the science of advertising. "Business is not as good as it used to be in the old days, and that is all there is to it."

In spite of all the talk about the extravagance in advertising, "the adver-

tisers' grave-yard," and the business successes that have been made without advertising, the business man who advertises goes on and on, adding up a larger column of figures, on the right side of the ledger, each year, well pleased with his business, himself and everything in general, and glad that he gave advertising a thorough and fair trial.

And as he checks up business each year and looks at the possibilities of the future,

he finds that each time he sets his goal just a little higher, and that he is not only developing a great business, but is developing himself—a great man. He is living up to his advertising.

Ideas go booming through the world louder than cannon. Thoughts are mightier than armies. Principles have achieved more victories than horsemen or chariots.—*Paxton.*

## The Story of the Classified Ad

By T. J. McLAUGHLIN

AND so he turned to the classified column to see if anyone needed his services.

He read the classifications from A to Z. He read them all, including the "Men wanted to fill clean beds," not to mention the "Make money at home" and "How to get rich" installments. He read them all and found no tidings of work. The situation was a desperate one. He was out of work and had very little money; and he had a sick wife to care for.

He had gotten down to his last five dollars before the thought of advertising for work entered his mind, and then, acting upon the impulse of the moment, he placed an advertisement in the paper. It was similar to the ones he had read, and was worded as follows:

"Man of 30 years, honest, intelligent, industrious, wants work of any kind. Address 'Z', care of this office."

This little advertisement cost him sixty cents.

The following day he called at the newspaper office for replies, but there were none.

He inserted the same advertisement again and again, and still no job was in sight. The situation was growing worse all the time. His last dollar had to bring results. The thought of his sick wife at home was driving him frantic.

"Shall I steal?" he pondered. "No, by dad; I'll try again." And then he wrote this advertisement and handed the slip of paper to the clerk:

"For God's sake, help a white man! I'll lick a policeman, eat a mule or run a department

store. I'll do anything but steal to get a job. Isn't there any employer with sense enough to buy a brainy man at a panic price? If there isn't, I starve."

The clerk, who was a superior one, said: "My dear sir, you don't want to insert this sort of an advertisement."

"If you don't print that just as I have written it," the advertiser exclaimed, "I'll pull you through that window in shreds." And it was printed, word for word.

The next day he received sixty replies, and today the advertiser is considered a rich man.

If this narrative means anything at all it means that if you want a thing badly you must place your proposition before the public in a way that carries conviction. It is not "wish-bone" that makes one do the thing, but "back-bone."

Isn't it the backbone that serves as a cable for carrying the communication from the stomach to the brain? Isn't it in the brain that the thought is created? And isn't it the brain that directs the hand to transfer the same thought to the written word? Then, why in Sam Hill does the average advertiser place the same sort of an advertisement as his neighbor and expect results?

A dictionary is all right if you just want to write words. But to write a convincing advertisement you must have a good stomach, an active brain and a keen understanding of human nature. If you have that, even if you are located in the backwoods, the people who read your advertisement will beat a path to your door.



# The PHILOSOPHER AMONG HIS BOOKS

*What we need in books is a wholesome presentation of the nobler possibilities of life and of our human nature. We need books that make us stronger and braver for everyday living. We need stories of heroism and of elegance and culture and accomplishment, so that upon rising from our reading we shall be braced and strong to take up our own work courageously and hopefully.—*  
Calvin Dill Wilson.

**THE LAND OF LIVING MEN—By Ralph Waldo Trine. Thomas D. Crowell & Company, New York.**

The author of this work, widely known through his famous "Life Books" as a progressive thinker, here deals with certain problems of our common human life that are of interest to practically every reader. These problems are related principally to the great individual loss which the people sustain by allowing others to do their governing for them—the loss of untold wealth that now goes annually into the possession of the few who make matters of government their business, and the resulting corruption, mismanagement, waste and steady undermining of the very foundations of our free state. The causes of present conditions are considered, as well as the agencies at work quietly and subtly increasing, and aiming to perpetuate these conditions.

While the author does not attempt an exhaustive treatment of the matters discussed, he indicates clearly the methods whereby it will be possible to end this state of things. The remedy is completely and absolutely in the hands of the people, and it is time that every one became conversant with and took an active interest and part in public affairs, in order to make our country a real Land of Living Men.

**HOW TO SELL MORE LIFE INSURANCE—NINETY-ONE PLANS AND POINTERS PROVED IN THE FIELD BY FORTY-FOUR INSURANCE SALESMEN. The System Company, Chicago.**

This one of the System Company's "How" books, one of a series giving specific directions—from the pens of men who are doing the thing successfully—for doing some of the difficult things in selling, advertising and management.

In this book the bright, particular stars in life insurance salesmanship give ways and means of finding and following up prospects, clever ways of winning an audience, some concrete informa-

tion on how to plan an interview and present a proposition, new schemes for landing the policy, how to increase the client's insurance, how to insure the big men, and many other valuable pointers for the good fellows who sell life insurance.

While these plans are all adapted especially to the insurance business, there is a great deal in this little book that is of value to any salesman, and more particularly to any selling a high-class specialty. While the commodities offered differ, the underlying principles of successful salesmanship are always and everywhere the same.

**THE SCIENCE OF BEING AND CHRISTIAN HEALING. TWELVE LESSONS—By Charles Fillmore. Unity Tract Society, Kansas City, Missouri.**

There is a great deal of valuable truth in this sincere and earnest book. To me it is but another form of expression of a universal truth not yet fully understood by man. That there have been speedy and complete healings of all kinds of disease through Christian Science, Mental Science, Faith Cure, Divine Healing, Suggestion, Psychotherapy, the Emmanuel Movement, Sacred Relics, Mineral Waters and Bread Pills, no observant man can deny. At least, I cannot, for I have seen them and thoroughly investigated a great many of them. That these healings are wrought in accordance with some fixed law of nature I am reasonably certain. But just what that law is and how it works, I am not so sure.

In this book we have Mr. Fillmore's opinions about the matter, and, as far as I know, they are as valuable as those of any other sincere student of religion, philosophy and psychology. At any rate, there isn't a shadow of doubt in my mind that there are a great many people who will be benefited, healed and made more happy by a study of this book and the application of its lessons to their lives.

There is considerable theology in the book, which, to my mind, is a disadvantage, and a certain amount of that oracular disposition of grave problems that marks the work of so many writers on these themes.

**THE TEXTILE MILL TRADE—HOW TO REACH IT—SOME SUGGESTIONS AND SOME EXPERIENCES—**  
By Lord & Nagle Company, 144 Congress Street, Boston, Massachusetts.

There is some valuable information in this splendidly printed booklet, even if it is a frank advertisement for the *Textile World Record*.

For instance, did you, by any chance, know that the textile and allied industries form the greatest single group of manufacturers in the United States? Well, they do, and if you have anything to sell to them, here is an opportunity to learn some more about them and how to reach them. The seven thousand mills of this industry spend over \$250,000,000 a year for machinery and supplies.

Then there is some information about trade papers and trade paper advertising that is pertinent, even if it is written from the point of view of the journal that publishes this booklet.

Most of the booklet is taken up with zinc etching reproductions of letters from the satisfied advertisers in this publication.

**SPIRITUAL HOUSEKEEPING; A STUDY IN CONCENTRATION IN THE BUSY LIFE—**By Annie Rix Militz. *The Absolute Press, Stapleton, New York.*

Advancement in spiritual life and proper attention to one's material affairs have set up counter claims for many good people's time and attention. The results are different in different cases. Some have elected to give their entire time to meditation and prayer and "works of righteousness," leaving the business of feeding, clothing and sheltering themselves and those naturally dependent upon them to chance, church or charity. And such a course has always proved to have its disadvantages. Still others, despairing of attaining a high spiritual plane, and at the same time fulfilling their obligations in a work-a-day world, have given up all thought of spiritual attainment, and have become mere material plodders on the treadmill of existence. Still others have attempted to combine the two—and with varying success.

This little book is an attempt on the part of the author to help those engaged in useful labor to spiritualize their tasks, so that they can fulfill all the needs of both material and spiritual natures. For this purpose she has taken the concrete work of housekeeping, divided it—as most housewives do—according to the seven days of the week, and written a chapter on the duties and privileges of each day, showing the spiritual meaning of the day itself and of the household tasks that are usually attended to on that day.

All this is interesting and enlightening, and, I have no doubt, will help many a weary housewife with her unending round of duties. The same principles can be applied to any kind of work.

If I do not agree with all that the author teaches in her little book, what is the use of making a fuss over it here? Perhaps she is right and I am wrong.

**DOMINION AND POWER; OR THE SCIENCE OF LIFE AND LIVING—**By Charles Brodie Patterson. *Seventh Edition, Revised and Enlarged.* Funk & Wagnalls Company, New York. \$1.20.

Mr. Patterson has a very large following, especially among those who have read this book in its various editions and translations. This following is deserved, for the author is unusually clear and forcible in his language and sane and practical in his ideas. The basic thoughts of the work are the reality and efficacy of spiritual power in individual and social life, and the existence, latent or developed to some degree, in man, of all of the essential powers and possibilities of dominion over self and circumstances.

Part One of the work deals with the educational side of the problem—self-knowledge and self-development—closing with strong chapters on Immortality and True Dominion.

Part Two gets down to the practical aspects of the personal and social ideas developed in the first part. Here the writer deals with Success, Friendship, Equality of the Sexes, Marriage, The Rights of Children, Truth, The World Beautiful, Religion, and The Realization of Power.

This is the best and most satisfactory, to me, of all of Mr. Patterson's works.

**FROM PASSION TO PEACE—**By James Allen. Thomas D. Crowell & Company, New York. 50 cents net; postage, 6 cents.

"The pathway of the saints and sages; the road of the wise and pure; the highway along which the Saviours have trod—such is the subject of this book," says the author. Starting with a chapter on Passion, the lowest level of human life, the reader is shown in the chapter on Aspiration the way from the under darkness to the upper light. The causes leading to the birth of Aspiration are dwelt upon, and its characteristics described. Temptation, the subject of the third chapter, is shown to be the reversion in thought from purity to passion.

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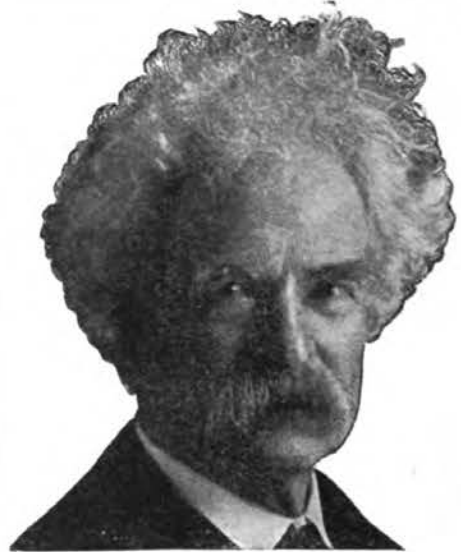
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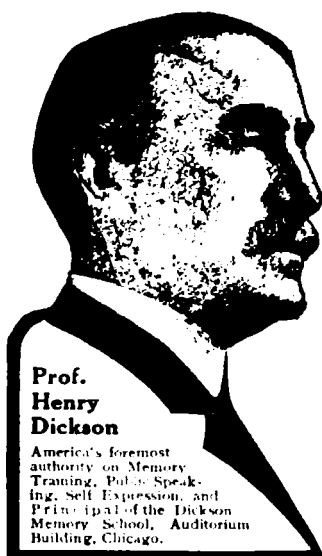
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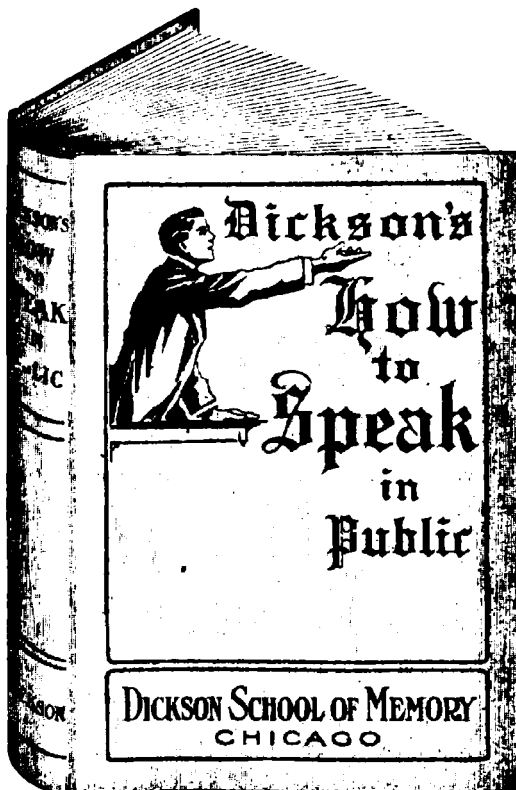
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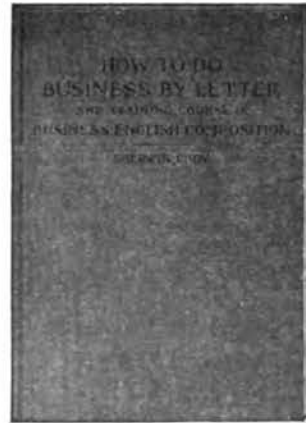
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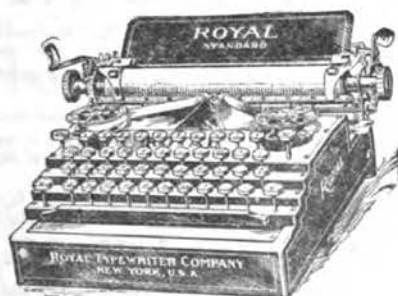


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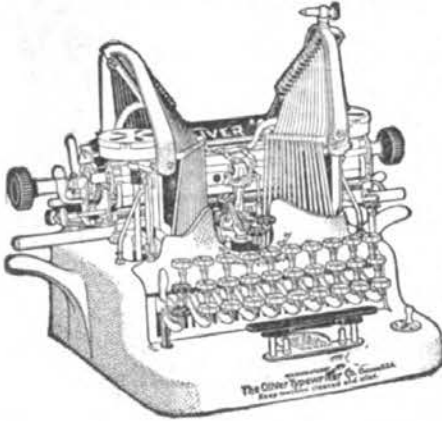
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Business Colleges and High Schools, watchful of the trend of public sentiment, are training a vast army of young people in the use of Oliver Typewriters.

The prompt and generous response of the Oliver Typewriter Company to the world-wide demand for *universal typewriting*, gives tremendous impetus to the movement.

The Oliver, with the largest sale of any typewriter in existence, was the logical machine to take the initiative in bringing about the *universal use* of typewriters. It *always* leads.

## Save Your Pennies & Own an Oliver

This "17-Cents-a-Day" selling plan makes the Oliver as easy to *own* as to *rent*. It places the machine within easy reach of every *home*—every *individual*. A man's "cigar money"—a woman's "pin-money"—will buy it.

Clerks on small salaries can now afford to own Olivers. By utilizing spare moments for practice they may fit themselves for more important positions.

School boys and school girls can buy Olivers by saving their *pennies*.

You can buy an Oliver on this plan at the regular catalog price—\$100. A small first payment brings the machine. Then you save 17 cents a day and pay monthly.

And the possession of an Oliver Typewriter enables you to *earn money to finish paying for the machine*.

### Mechanical Advantages

The Oliver is the most highly perfected typewriter on the market—hence its 100 per cent efficiency.

Among its scores of conveniences are:

- the Balance Shift
- the Ruling Device
- the Double Release
- the Locomotive Base
- the Automatic Spacer
- the Automatic Tabulator
- the Disappearing Indicator
- the Adjustable Paper Fingers
- the Scientific Condensed Keyboard

### Service Possibilities

The Oliver Typewriter turns out more work—of better quality and greater variety—than any other writing machine. Simplicity, strength, ease of operation and visibility are the corner stones of its towering supremacy in

- Correspondence
- Card Index Work
- Tabulated Reports
- Follow-up Systems
- Manifolding Service
- Addressing Envelopes
- Working on Ruled Forms
- Cutting Mimeograph Stencils

Can You Spend 17 Cents a Day to Better Advantage than in the Purchase of this Wonderful Machine

Write for Special Easy Payment Proposition or See the Nearest Oliver Agent

The Oliver Typewriter Co., The Oliver Typewriter Building Chicago, Illinois

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## Turkish Baths at Home Do Wonders



There is internal body-waste always going on. An over-accumulation of this poison means nerve-exhaustion. Drugs cannot drive it out. Take a scientific Turkish Bath at home, at cost of only 2c a bath, by means of the Robinson Turkish Bath Cabinet and feel the rapid change in your condition inside of 30 minutes. It has produced astonishing

results in men and women, nervously exhausted and afflicted with rheumatism, blood, stomach and other troubles. Prominent physicians in many cases are abandoning drugs for this new treatment. The Robinson Bath Cabinet is the only scientifically constructed bath cabinet ever made—a model of ingenuity. Sold by dealers or sent direct at prices to fit any purse. Send for illustrated booklet of astonishing facts. See with full information.

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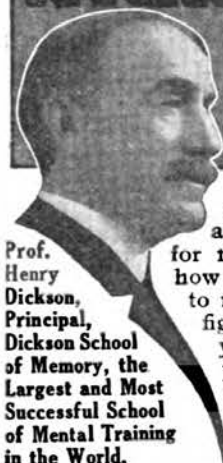
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## Show Your Colors

**W**EAR a Sheldon button. There are Sheldon men all over the country. They want to get acquainted with other Sheldon men. Let this little button be your introduction. Wear one on your coat all the time. Sheldon men are mighty progressive. Perhaps the other fellow will have something to tell you which will help you make that big sale tomorrow.

Get into line with the rest of the Sheldon men and boost. Meet the rest of the fellows who are boosting and let us all help each other.

**Every  
Business Science Club  
Member Should  
Own One**

This button contains the letters B. S. C. (Business Science Club) and A. R. E. A.—standing for Ability, Reliability, Endurance and Action—the four essential elements for success.

Send one dollar today. If you are not satisfied just send the button back and we will refund your money.

SHELDON UNIVERSITY PRESS  
Libertyville, Illinois

Sure—send me one of those buttons. Here is a Dollar William.

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Read What our Customer says  
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"We have found the Carbon Paper which we have secured from you people to be the most satisfactory of any carbon that we have secured from any other firms, and we have bought Carbon from at least four other dealers since we got the last from you. We need some Carbon now and we enclose herewith check for \$2.00 which we believe is the price we paid you for one hundred sheets heretofore. On an old box which we have in the office which we secured from you is printed: "100 Sheets Durable Typewriter Paper, \$2.00 a Box."

### *How is That for a Boost?*

Don't you want to try a box of this good grade carbon? If so, send \$2.00 along to the

**National Office Supply Company**  
ZION CITY, ILLINOIS

"*The Square Deal House*" who will promptly fill your order.

We carry two kinds; "Favorite," the high-grade, light weight carbon for manifolding, \$3.00 a box. Also, our "Durable" carbon at \$2.00 a box per hundred sheets.

Agents wanted to carry our up-to-date line of office supplies  
ALL GOODS GUARANTEED. SEND FOR CATALOG

# Speed Up Your Sales

You, Mr. Sales Manager!

Do you want to put something into the hands of each one of your salesmen that will speed up his sales to record pace?

You, Mr. Salesman!

Do you want to get hold of something that will put you in the running for the top-notch prizes?

Here is the thing.

Mr. Albert E. Lyons, vice president of the Allen-Higgins Wall Paper Company, Worcester,

Massachusetts, issued a series of letters to his salesmen last season. They helped to speed up sales in a way that made everyone concerned open his eyes. These letters were along Sheldon lines. Mr. Sheldon has seen and approved them—given them his hearty endorsement.

But the great point is, that they *actually did speed up sales.*

Most important to you is the fact that you can get those letters to speed up your sales. They are now issued by us under the title

## Speed Talks

This book isn't big—contains just thirty letters—but a few words written on the back of an envelope once gave a man an idea that helped him to speed up his sales one hundred per cent.

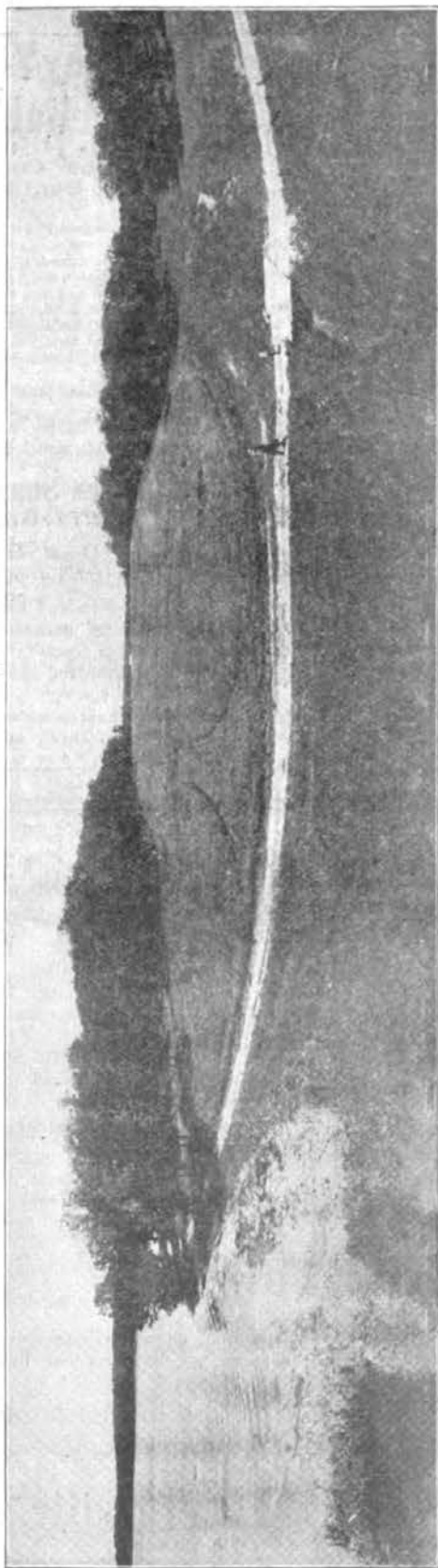
*That's the kind of ideas you'll find in this book.  
It's yours for a dollar, postpaid.*

**Sheldon University Press, Libertyville, Illinois**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# YOUR SUMMER HOME



SHORE ACRES SUBDIVISION, LAKE EARA

**O**F COURSE you want to own a summer home. There is something in you that calls for woods, meadows, cool waters, and broad, comfortable porches, when summer comes and brick walls and paving stones shimmer and quiver with the heat. You need rest and relaxation.

You may have to be in the city on business during the day. But you are refreshed and renewed by the evenings and the week-ends at your summer home.

And it makes you glad to know that wife and babies are away from the glare, the blare, and the dust, getting strong and rosy at your summer home.

No, this is not a millionaire's dream. That summer home is within your reach: And, if your business is in Chicago, it is only an hour's run from that city—you can come out every night. If further away, you can come Friday or Saturday and stay until Monday.

For your summer home, I have just opened a new sub-division on the shores of Lake Eara—the most beautiful of all the famous lakes of Northern Illinois. It is only thirty-five miles from Chicago—three railways run from it into the city.

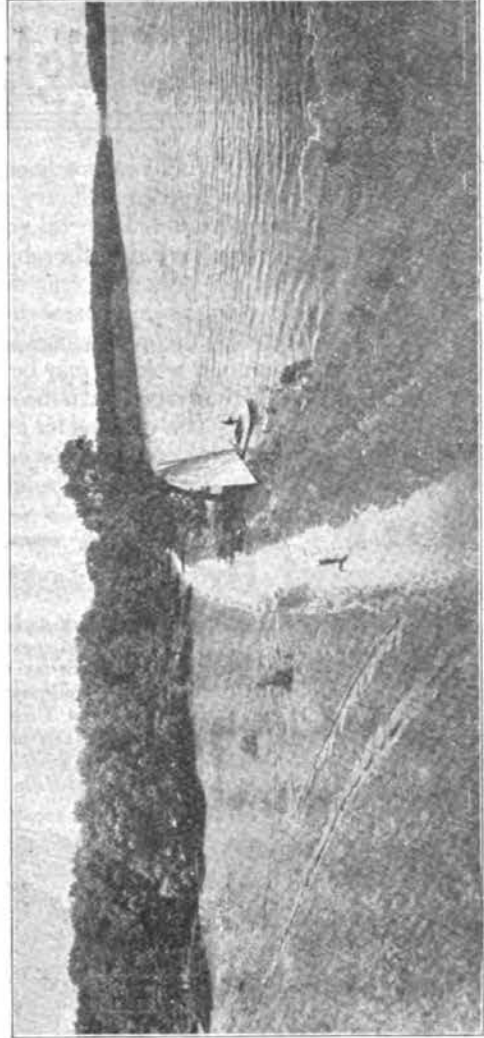
There are a limited number of lots, all at reasonable prices—first come, first served. When you buy a lot, you buy fishing, swimming, and boating privileges on Lake Eara. *There is no lake property so near Chicago at anything like the price.*

My primary object in opening this sub-division is to finance the first building of Sheldon Commercial University.

I want these summer homes, as far as possible to be owned by Sheldon Graduates or those in sympathy with A R E A philosophy.

*Write me today, saying you are interested  
and I will tell you all about it*

**A. F. SHELDON**  
LIBERTYVILLE, ILLINOIS



SHELDON'S LAKE SHORE DRIVE, LAKE EARA

# You Have a Right to Independence



**W**HATEVER your condition you are bound to believe that you have a right to business freedom. Every good American believes that, and with considerable justice, too. But—do you actually possess any real business independence? If you have given the subject any thought you also realize that the right to independence means not only an earnest desire to enjoy it, but a will to achieve it. Have you made any real effort to become absolutely independent? The more you study the opportunities for business freedom the more you must be convinced of the limited channels through which it may be gained. Have you ever considered the one wide field yet scarcely understood? This field is the collection field. It is practically limitless. It is as wide and broad as America itself. The demand for experts is becoming wider every day. It will continue to widen as long as the country does business on a credit basis, and that means as long as present property ideals exist. Do you know that it takes practically no cash capital to enter this business?

## Your Head—Your Capital A Trained Brain Better Than Cash Capital



**A. P. HYDE**  
Holyoke, Mass.

I have made good from the first letter I sent out. I had never collected a bill in my life until I took the lessons, and I have made as high as \$108.00 in one week and that in spare time only, evenings and Saturday afternoons. I don't see five people out of fifty that I collect money from. I just write to them and the money comes by mail. Don't think that it is hard work to make friends of your clients, it is not. You can't help but win. *Arthur Philip Hyde.*

A New York student wrote me recently that he could command \$5,000 at low interest, asking my advice on investing it in the Collection Business. I told him what I tell you—the collection business needs no such capital. A good brain is worth ten times \$5,000 in this business.



**H. A. MURPHY**  
Youngstown, Ohio

The following are my **COMMISSIONS** for

March	\$348.02
April	430.48
May	439.72
June	484.58

Commencing with November my commissions ran from \$250.00 up to \$350.00 per month, including February. *H. A. Murphy.*

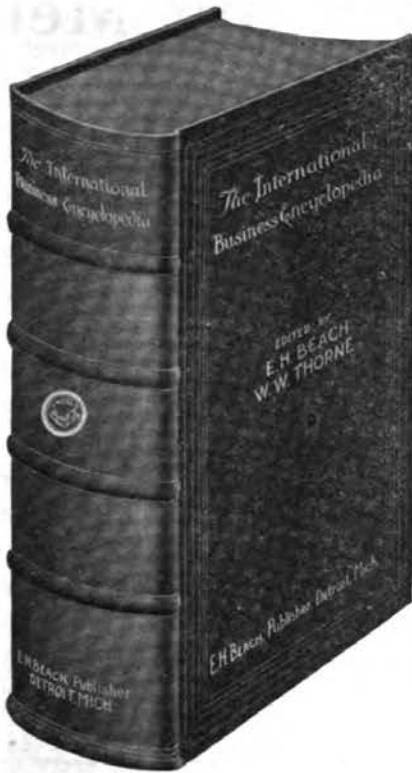


## I Can Make Your Brain Pay You Dividends

I can teach you to cash in with your brain. The amount of your dividend rate will, of course, depend on the quality of your gray matter. The more of that you already possess the greater your actual dividend. No matter how trained your head may be I can make it pay you something. It is entirely up to you how much. I can show you how to make it pay you a steady dividend in your spare time. The collection business is an ideal one for this character of brain investment. I can teach you how to make it pay big dividends if you care to devote all your time to the business. Any way you look at this problem of making a living and increasing your dividends I can help you. Simply say the word and I will show you how. It will cost nothing to see my proof of results accomplished with others. They were no more fortunate or lucky when they started than you. Write and see for yourself.

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**THE AMERICAN COLLECTION SERVICE, 379 State St., Detroit, Mich.**

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Special Instruction for Home Study in

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For those who desire to qualify for *Higher Positions* and *Higher Salaries* as Chief Accountants, Cost Accountants, Auditors, etc.

#### **The Course Comprises**

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#### **THE COST**

Special Terms Until October 1, 1910

This comprehensive, complete and fully effective Business Correspondence Course is offered at the temporary and very low introductory price of \$10 cash, or \$12 payable in easy installments of \$2 down or \$2 per month for five months. On and after October 1, 1910, the price will be \$20 cash, or \$24 on the installment plan.

**E. H. BEACH, Publisher :: Detroit, Michigan**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Big Opportunity for Big Men

**I**F YOU are a big man—physically, mentally and psychically—it is because you have grown—developed.

And one of the marks of the big man is that he knows, having developed so far, that he can develop still more. And he is always on the lookout for the best way to get that added development.

The Sheldon Business Normal is for big men—men who have developed themselves to a point where they are capable of earning good pay—men who want to earn bigger pay through further self-development.

The course of instruction and training is in the nature of a post-graduate course in the sciences of salesmanship and business building. It matters not whether your previous training has been in the University of Hard Knocks or in some school—or both.

The Sheldon Business Normal is a school for the training of executives, managers, sales managers, general agents, and high class salesmen in all lines. It opens doors of opportunity to you who are not fully satisfied with your present work, your present rate of achievement, your present income.

It gives you an opportunity to develop your powers to greater effectiveness, to use them in a larger and more profitable way.

It opens opportunities to work under the best of conditions.

These opportunities, offered in the first session of the Sheldon Business Normal, held in the summer of 1910, proved to be the turning point toward bigger things in the career of several of the students. The second session, to be held during the summer of 1911, may prove to be the turning point in your career. It is wholly up to

you. Think it out. Fix your determination.

You know what the demand is for trained men today—especially executives, sales managers, and high class salesmen. Such men can command the largest salaries paid in the business world—if they are big enough and well enough trained. The Sheldon Business Normal gives you the training—it is your part to use it for your growth and continued development.

Let me tell you a little about the first session of this school for practical business men.

It was held at Libertyville, Illinois, on Mr. Sheldon's great six-hundred acre estate, with its forests, fields, campus and beautiful Lake Eara—an ideal environment.

Of all the students enrolled, every one finished the course.

Of those who finished, the majority are now representing The Sheldon School, some as general agents, in charge of important territories, organizing the work, training their assistants, and managing their own business. Some are district managers. Still others are assistant agents.

Of the remainder, some are in business for themselves and are realizing the benefits of their training. Some are occupying positions of trust with large corporations.

Before the class finished, proprietors and managers were on the lookout for the graduates.

Just as a little indication of the attitude of the graduates themselves, I give you here letters from two of them.

The first is from Mr. C. H. Hamilton, who was president of the class, and is now general agent for the Sheldon School in the territory centering in Louisville, Kentucky.



Mr. Hamilton says:

The Business Normal of 1910 is the best investment I have ever made, either of time or money. The training received under you and your corps of able assistants will in time, I confidently believe, be worth thousands of dollars to me. The money value, however, is the *least* consideration, for I have learned much here that no amount of money could buy elsewhere. I am a broader, stronger and better man in every way than I was when I came to you July first. I am perfectly satisfied and cheerfully say unto others, "Attend the Business Normal."

And now comes a letter from Prof. John E. Morris, now general agent for the Sheldon School for territory centering at Alliance, Ohio. Prof. Morris says:

The three months that I spent at the Normal were full of pleasure, profit and growth—a period of relaxation, recreation and recuperation. I came tired, I go away strong. There was such a commingling of solitude and society, nature and art, study and rest that one could not help being thoroughly rejuvenated.

The next session will be held at Libertyville, Illinois, beginning Monday, July 3, 1911, and will run for ten weeks.

The course will include:

*First*—Personal study and class instruction in the Science of Business Building, which is the fourth edition of the Science of Successful Salesmanship.

*Second*—An extensive series of personal lectures by Mr. Sheldon, assisted by specialists, in Salesmanship and Business Economics.

*Third*—A course of lectures on Character Analysis, or the Reading of Human Nature.

*Fourth*—Frequent drills in the Art of Salesmanship and Sales Management.

This course of study leads to the appointment of those students who desire to take up our work, and who shall be selected as being worthy and qualified, to immediate positions in connection with the work of the Sheldon School.

The gross earnings of those who prove successful in these positions will not be less than \$3,000 a year. Experience shows that earnings of \$10,000 can be realized by men thus trained and employed.

You who are now well placed in a congenial line can get here the training you need to ginger up and build up the work of your sales department.

The class is also open to employers who find the training of competent sales managers a problem.

You find here quick, sure, sane, tried, plain, direct and scientific training for efficiency in sales management.

Now is the time for you to begin to get your data on this most unusual opportunity. Time is short. You can begin planning now to come.

Write to us right away, and we will answer, giving full particulars.

## The Sheldon Business Normal School

THE SHELDON BUSINESS NORMAL SCHOOL,  
Libertyville, Illinois

.....1911

Will you please forward full particulars regarding your session for the summer of 1911, as advertised in THE BUSINESS PHILOSOPHER for March.

Name .....

Local Address.....

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Largest builders in the world of Built-into-the-house Vacuum Cleaning Systems. Send for "Stationary Plant" catalog, stating kind and size of building.

**American Air Cleaning Company**  
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¶ No doubt you have three acquaintances or friends who would be mighty glad to be introduced to **THE BUSINESS PHILOSOPHER**. Take your last copy and go after them. Tell them about **THE BUSINESS PHILOSOPHER**—they will take the magazine on your recommendation—and thank you for it.

¶ Send the six dollars to us and we will add the twelve months to your subscription and advise you the date of expiration.

**Sheldon University Press**  
LIBERTYVILLE, ILLINOIS

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¶ *How to Finance*, organize and reorganize a business along practical lines. ¶ *How to Distinguish a Legally* safe investment in a business corporation. ¶ *How to Investigate* and ascertain the real condition of a business in which he is interested. ¶ *How to Manage* a business corporation after it is created so as to avoid unnecessary legal complications.

¶ All this information and much more is now available (without years of study or wading through padded voluminous technical books) if you will let us send you a copy of "Science of Organization and Business Development," by Robert J. Frank, the well-known corporation lawyer of Chicago.

¶ We want you to examine this valuable condensed work whether you keep it or not, and therefore offer to send one, prepaid, upon receipt of your order and remittance for the price, \$2.75; then if after you have had the book three days you conclude you do not want it, return it to us and we will refund the price paid and the return charges also. Write today before you forget it.

**Sheldon University Press, Libertyville, Illinois**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

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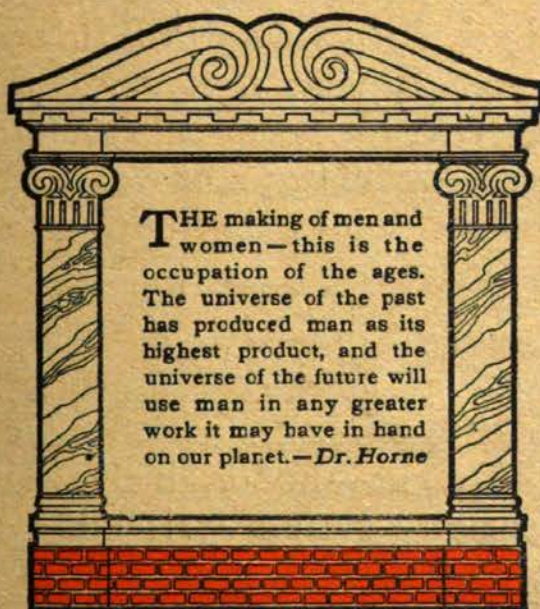
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EDITOR

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ARTHUR F. SHELDON  
EDITOR-IN-CHIEF

# CONTENTS

ARTHUR W. NEWCOMB  
MANAGING EDITOR

SHELDON'S BUSINESS PHILOSOPHER AND SALESMANSHIP

APRIL, 1911

JOHN DEERE.....	<i>Frontispiece</i>
EDITORIAL.....	183
<i>By A. F. Sheldon</i>	
WHY THE DEERE INSTITUTIONS HAVE WON GREAT SUCCESS.....	191
<i>By Arthur W. Newcomb</i>	
SHAPE OF HEAD AS AN INDEX OF HUMAN CHARACTER.....	199
<i>By Dr. Katherine M. H. Blackford</i>	
HOW DUKE C. BOWERS HAS WON BY HONESTY AND SINCERITY... ..	204
<i>By Thomas Dreier</i>	
PRENATAL CULTURE—THE FIRST OF THE TRINITY OF THREES....	207
<i>By Anna Griffith Sheldon</i>	
THE QUESTIONS OF SOCRATIC.....	213
<i>By Arthur W. Newcomb</i>	
SMALL CHANGE FOR THE MENTAL CASH REGISTER.....	217
<i>By W. A. Mackenzie, M. D.</i>	
RANDOM STORIES AND COMMENTS ON BUSINESS AND ADVERTISING	221
THE TRUE ECONOMIC STATUS OF BUSINESS AND MONOPOLY.....	223
<i>By Charles H. Ingersoll</i>	
THE FUNDAMENTAL ECONOMICS OF CITY BUILDING.....	227
<i>By George M. Woodward</i>	
THE ESSENTIAL QUALITIES AND REWARDS OF SALESMANSHIP.....	230
<i>By T. H. Bailey Whipple</i>	
"GAS" ADVERTISEMENTS.....	236
<i>By Dr. A. W. MacKensie</i>	
JAMES A. FARRELL, NEW HEAD OF STEEL CORPORATION.....	238
THE PHILOSOPHER AMONG HIS BOOKS.....	240
HELPFUL HINTS FOR THE STUDENT OF THE BUSINESS PHILOSOPHER	242

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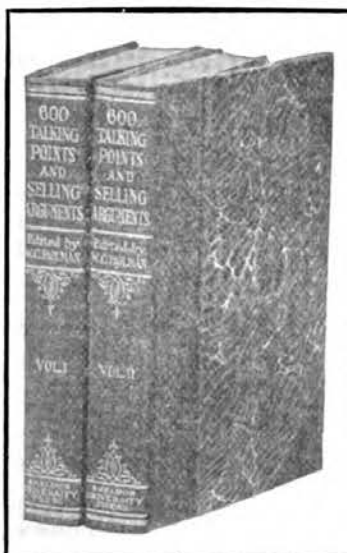
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First of all, it is agreed that you will take a vacation this summer, isn't it? That being settled, the next thing is to decide where you will go.

Where you can get the most for your money — isn't that right?

Now, just figure up all the things that make a vacation ideal. Take your time about it. Get them all down in the list. Then see if the list I set down here doesn't equal yours, almost item for item, with a few thrown in for good measure.

Here is my list:

The open air, the forest, the meadows, a lake, good roads, quiet, comfort, convenience, good food, good water, fishing, horseback riding, sailing, canoeing, swimming, base ball, tennis, basket ball, cross country, dancing, good company, music, simplicity, quick transportation.

Now add to all that the fact that at Sheldonghurst, on the shores of Lake Eara next summer, you will get the personal instruction of Mr. Sheldon and his chosen staff of specialists in man building, business building, salesmanship, character analysis and practical business methods, and where can you beat it?

The business world has paid Mr. Sheldon about two million dollars in the last nine years for his man building and business building ideas.

Why?

Because he has helped people to make more money.

Wouldn't it be a great combination to get the finest kind of a vacation, and, at the same time, get the personal instruction of a man like that?

And you can, at the Sheldon Summer School — and at a very modest expense.

You see, I speak confidently.

This is not an experiment. Mr. Sheldon conducted a Summer School at Sheldonghurst during the summer of 1909. And, although it was the first, it was a great success. Then he conducted the second session at Sheldonghurst during the summer of 1910. The enrollment was more than twice as large as in 1909, and everybody present said he had the time of his life. I am going to print a few letters from the students themselves, so you will not need to take my word for it.

But before I yield the floor to them, let me tell you some more about this school.

Sheldonghurst is only thirty-five miles from Chicago, the greatest commercial object lesson of the age — or any age.

There are two hundred acres of forest, one hundred acres of lake, and nearly seven hundred acres altogether in the Sheldonghurst estate — and it is all yours during the Summer School.

The camp is reached by Chicago, Milwaukee and St. Paul; St. Paul, Minneapolis and Sault Ste. Marie, and Chicago and Milwaukee electric railways. The stations, Libertyville, on the Chicago, Milwaukee and St. Paul; Rockefeller, on the "Soo," and Sheldonghurst, on the Chicago and Milwaukee electric.

Now, here is what some of the students of last summer's school have to say:

**"Better Than Any Vacation I Ever Spent"**

This, by E. A. Florang, president of the Burlington Basket Company, of Burling-

## THE BUSINESS PHILOSOPHER

ton, Iowa, puts it pretty strongly. But if you had been there, you would know why none of them can find words expressive enough to tell how much they enjoyed and profited by the school. Come and try it for yourself.

I enjoyed the two weeks at your camp better than any vacation I ever spent in my life. The lectures were a positive treat and you can look for from four to six people from our firm to attend your next year's Summer School.

### Never Spent More Profitable Time

Honestly, now, wouldn't you like to be able to write a letter like this one by Orloy A. Freeman, of Joplin, Missouri, after the Summer School this year? Better be counting on it.

With all sincerity, I can say that never have I spent two weeks more profitable than the time I put in at your Summer School this year. It was real recreation gained without losing a moment of time. Only after I had promised myself to be on hand again next year did I become reconciled to leave Sheldonhurst on the Wednesday morning following the close of the School, and if all goes well, I will be with you three months next year instead of two weeks.

### "The Days Were Golden"

Homer Kessler, with the Chicago office of the Central Union Life Insurance Company, puts his feeling briefly, but strongly, in these words:

My experience at the Sheldon Summer School was indeed a delight. The days I was in attendance were golden.

### A Big Ratio of Service to Cost

Morris Kobacker, furniture dealer, from Flint, Michigan, brought his family and was with us throughout the session. And this is what he wrote when he got home:

Am home and feel more capable of being in a harness than I was before I had that delightful vacation and season of instructions at your Summer School. I feel under great obligations to you and your able associates. You certainly practice what you preach, namely, "Service."

I have certainly received fully \$16.00 worth of "Service" for every \$1.00 that I have paid.

### Make Your Reservation Now

Tuition, tent and board for the session will be forty-five dollars. For shorter periods, three dollars and seventy-five cents a day—board, two dollars a day. Children under fourteen years, half price. The payment for tuition by the head of the family includes the other members. Board at the big table and a good tent will be ten dollars a week for those not paying tuition.

Boats furnished free.

Art Koon's famous saddle horses, seven-fifty cents for the first hour; forty cents for each additional hour. Single buggies, one dollar for the first hour; seventy-five cents for each additional hour.

The Sheldon Summer School session for 1911 opens on Monday, July 3, and closes Saturday, July 15.

Make your reservation now, if possible. Anyhow, send it in just as soon as you can decide to come, so that a tent may be provided for you, and a plate laid for you at the table.

Bring your old clothes, tennis racquet, fishing tackle, walking shoes, riding habit, camera, swimming suit, mandolin, guitar, good appetite, a merry heart, family and congenial friends.

Use this coupon in making your reservation:

SHELDON SUMMER SCHOOL  
Libertyville, Illinois

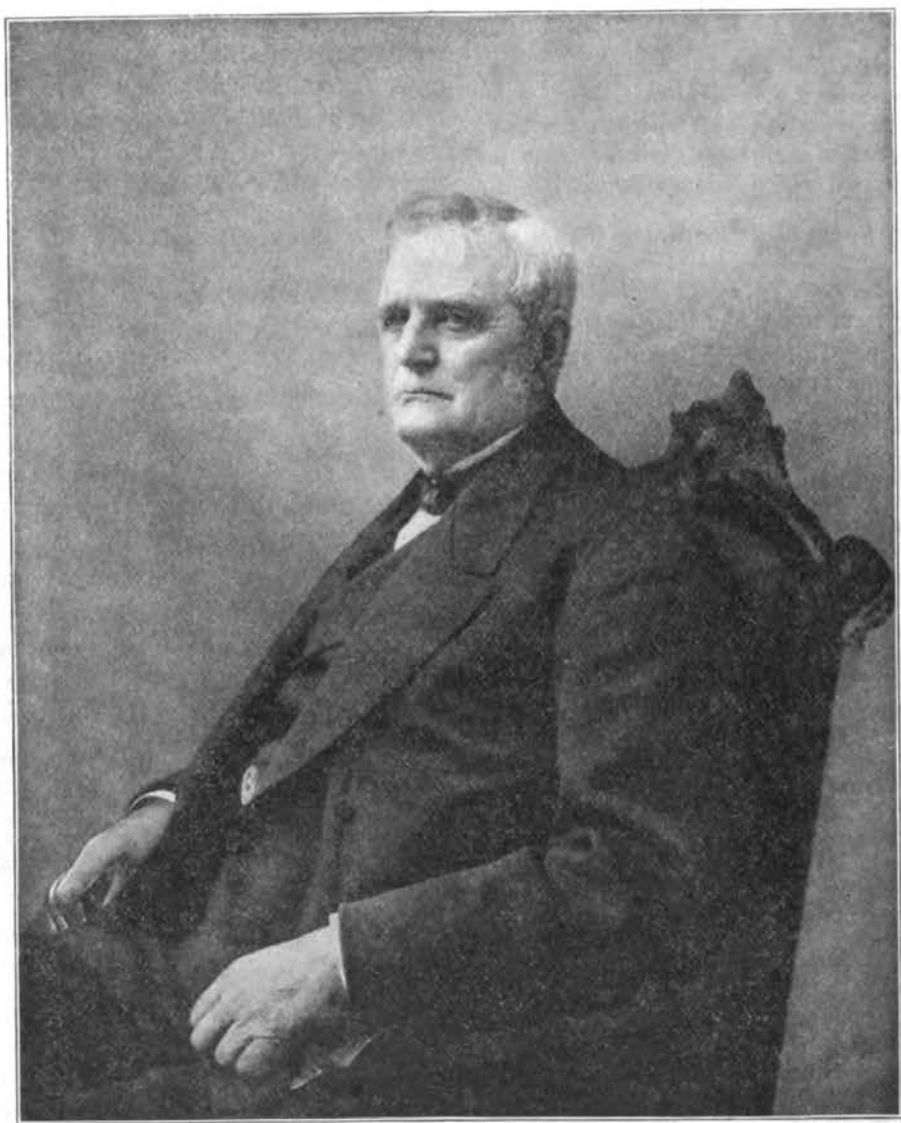
Make reservation for.....persons  
in a good tent, also a place at the table.

.....Men.....

.....Women.....

.....Children.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



JOHN DEERE

# The Business Philosopher

A. F. SHELDON, EDITOR

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NUMBER 4

## *By the Fireplace*

*Where We Talk Things Over*

TO WHAT do you attribute your success?" I asked him. He was one of the hard-working chief officials of a big business—one of the biggest in the world.

He sat thoughtful for a few minutes before replying.

Then he said, "It is hard to answer your question in a way that will be of any interest to you.

"There are certain business principles—natural laws of success, I suppose you would call them—that every good business man is supposed to know and put into practice.

"Go out from here and put the question you have put to me to the next one hundred successful business men you meet, and you will get practically the same answer from each of them. They may differ a little as to details. One may lay down especial emphasis on one thing and another on another. But boil down the answers, and you will find them essentially the same as the one I shall have to give you now.

"The success of this firm has been built upon the quality of its goods and the excellence of its service, maintained and improved throughout its business life."

"Well, that is sound and scientific," I said.

"Yes, I suppose it is," was the reply, "but our weakest and most halt-

ing competitor will tell you that his business is conducted on those very same lines. They all—or nearly all—think that they carry on their business according to correct business principles. Ask the little fellow, whose business barely escapes the sheriff from month to month, why he falls so far behind our success, and he will lay the blame on anyone or anything rather than his own failure to keep in harmony with good business principles—what you call the laws of success.

"They all think they obey."

"THEY ALL think they obey."

That sentence stuck in my memory.

I have thought a good deal about it and have done a little quiet investigation since I heard it. And I have come to the conclusion that most business men do think that they keep pretty close to what my friend calls sound business principles.

Then why don't most of them succeed instead of most of them making a failure of it?

Do they really obey the laws of success, or do they only think they do?

Are these truly laws of success, and will obedience to them bring success as surely as obedience to the laws of electricity and mechanics will build a dynamo, or is the best thought of the business world astray?

Then there are all degrees of success. One man makes a thousand a year, and another man, in the same line of business, starting with the same capital, is soon making ten thousand a year.

Do they both obey the laws of success?

All these are vital questions to you and to me.

We are studying what we believe to be the laws of success in life.

If we are sincere and earnest about it, we are doing our best to get and keep in harmony with them.

And we ought to *know* that they always work out.

I believe that they do. That belief rests upon what I have seen, heard, and read in years of study—years in which the one question has always been, "Why do men succeed in business?"

And I believe that, deep down in your heart of hearts, you, too, believe that the laws always work out.

Then why do so many fail?

Well, I do not pretend to know all the reasons. Humanity has infinite variety. And people find all kinds of queer ways of doing the wrong thing or not doing enough of the right thing.

But there are some reasons for the staggering mass of mediocrity or worse that is right out in open view.

THE FIRST, most serious, and most common cause of half success or downright failure is laziness. In fact, laziness comes pretty near being at the bottom of all our troubles.

Now, if that statement causes a howl, I shall not be alarmed. I fully expect that it will. I have noticed that almost all men will admit poor judgment, lack of foresight, ignorance, self-indulgence, and any other negatives with good grace. But they bitterly resent being called lazy. And

no wonder! More than any other charge that could be made against them, it strikes home. It is the almost universal failing of humanity.

You don't believe that?

Listen to me a minute.

What is a negative? Just the hole left by the lack of development of some positive, isn't it?

And why, dear man, is that positive quality undeveloped? It is there in latency. It can be developed—can be developed to a marked degree.

You know how—by nourishment and use.

And nourishment means study, observation, reading, meditation, constructive thinking, and self command. These all mean work.

Use means the conscious, persistent, faithful, earnest, and wise exercise of the faculty to be developed. And that means work.

The reason most people don't develop their positives to a more marked degree is because they are not willing to take the trouble.

So much for laziness as a cause of failure in man building. What about laziness in business building?

The same observations apply. People are not willing to take the trouble to obey the laws of success in life carefully enough and thoroughly enough. They are too lazy.

Oh, yes, they are busy—terribly busy.

But watch them.

They are busy with the easy things—routine—puttering.

The merchant works fourteen to eighteen hours a day waiting on customers that come into the store, checking up invoices, writing letters, making entries in the books, rearranging stock, unpacking goods, and even sweeping and dusting the store. It is hard work, and he is dead tired at night. I should think he would be. But he is too lazy to take the trouble

to organize his forces so that all that work will be done by those he pays to do it. He is too lazy to do some good hard thinking that will result in new and effective ways of cutting down the leaks, improving the service, and getting new customers into the store.

The same fault, in general, can be found with the manufacturer, the professional man, and the employee.

I know of salesmen who work like farm horses, year after year, just making a living. Yet, by a little study, a little thought, a little originality and initiative, they might boost their sales a hundred per cent. The opportunity is offered to them, urged upon them, pressed upon them, almost crammed down their throats. And yet they toil on in the same old way.

Why?

Just because they are too lazy to take the trouble to do the studying and thinking.

Seems paradoxical, doesn't it, that a man should be too lazy to afford himself the means for easier work and more leisure? But it is true.

How about you?

Perhaps you are one of the very people I am talking about.

Think it over.

ANOTHER VERY common cause of failure among those who think that they are obeying the laws of success is greed.

In other words, many people get their eyes so close to the dollar that they do not realize how far they fall short of the best way to get it.

Now greed shows itself in at least four ways, each of them destructive.

One is reckless, speculative expansion and reaching out in attempt to get profits in a rush. It is the result of a combination of greed and optimism.

Another is penurious, pinch-penny, false economy, that strangles the growth and finally life itself out of any business. It is the result of greed and pessimism working together.

The third is like the second, but manifests itself in a hard, grasping, oppressive policy toward employees—and customers, too, oftentimes. It is a result of greed and a short-sighted lack of sympathy.

The fourth is downright dishonesty, sharp practice, misrepresentation, and unreliability. Greed and lack of conscientiousness are the twin causes.

Yes, it is a fact that business men are guilty of these very things, even when they think that they are fine examples of business science put into practice. It is their greed that blinds them to the true colors of their conduct. Many of them defend themselves in the very things that are ruining the chances for success.

"Business is business" is a favorite excuse with them.

It is a good thing for all of us to take stock of ourselves now and then—to subject our business acts and policies to careful analysis. It is well for us to see to it that our desire to make a profit does not outrun our desire to serve.

Service—that is the universal test.

THEN THERE are the "exceptions."

How many there are of them, too.

How often do you hear the excuse, "Well, but this is *different*."

How many times have you heard men say, "Well, you see our business is peculiar. What you say may apply all right to any ordinary, average business, but it would never work in ours."

People know that they violate natural law, but they have a sneaking hope that, somehow, they will prove to be exceptions to the universal law of compensation.



"I don't see that it is hurting me any."

"Our business seems to thrive, all right, in spite of what you say."

"If I thought that it was hurting me, I would quit."

"If my business suffers as a result of this policy, then I will change it."

All these are the delusions with which the "exceptions" drug themselves into breaking of the natural laws of man building and business building.

How many wrecked lives and ruined businesses started toward destruction along the easy, rose-bordered path of "exception!"

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"IGNORANCE OF the law excuses no one."

And it is the cause of unnumbered failures in the game of life and business.

Next to laziness, I should say that ignorance was the most common cause of all our troubles of every kind. Some hold that ignorance is at the bottom of them all. Perhaps it is.

Laziness and ignorance are so well nigh universal in humanity that it is impossible to say which is the fundamental fault. I suppose that ignorance may be a fruitful cause of laziness. And every one of you will agree that laziness is an almost universal cause of ignorance.

For the purpose of this discussion I shall take the bit in my teeth and declare that there are three kinds of ignorance:

First, unfortunate ignorance;

Second, willful ignorance;

Third, neglectful ignorance.

You know what each of them is, don't you?

It is just as well not to be too certain that your ignorance is of the unfortunate denomination. There is always some way to learn—if the purpose is firm and persistent.

There is a lesson in the life and work of Francois Huber, whom Maurice Maeterlinck calls "the master and classic of contemporary apiarian science."

Let the matchless Maeterlinck tell the story of Huber. He says of the talented Swiss, in his "The Life of the Bee:"

"Huber was born in Geneva in 1750, and fell blind in his earliest youth. The experiments of Réamur interested him; he sought to verify them, and soon becoming passionately absorbed in these researches, eventually, with the assistance of an intelligent and faithful servant, Francois Burnens, devoted his entire life to the study of the bee. In the annals of human suffering and human triumph there is nothing more touching, no lesson more admirable, than the story of this patient collaboration, wherein the one who saw only with immaterial light guided with his spirit the eyes and hands of the other who had the real earthly vision; where he who, as we are assured, had never with his own eyes beheld a comb of honey, was yet able, notwithstanding the veil on his dead eyes that rendered double the veil in which nature enwraps all things, to penetrate the profound secrets of the genius that had made this invisible comb; as though to teach us that no condition in life can warrant our abandoning our desire and search for the truth. I will not enumerate all that apiarian science owes to Huber; to state what it does not owe were the briefer task. His "New Observations on Bees," of which the first volume was written in 1789, in the form of letters to Charles Bonnet, the second not appearing till twenty years later, have remained the unfailing, abundant treasure into which every subsequent writer has dipped. And though a few mistakes may be found therein, a few

incomplete truths; though since his time considerable additions have been made to the micrography and practical culture of bees, the handling of queens, etc., there is not a single one of his principal statements that has been disproved, or discovered in error; and in our actual experience they stand untouched, and indeed at its very foundation."

The only comment I have to make on that story is this, keep your eye on Huber's achievement and do the best you can.

Given the same zeal and industry, anyone can overcome "unfortunate" ignorance.

Suffer somewhat from all three, don't you?

Most of us do.

There are vast stores of knowledge that we are so unfortunate as not to know. We hardly know, even, that the knowledge exists.

There are laws of self-development, laws of success in business building, that are as yet undiscovered. More are being brought to light every day.

Many are unfortunate in heredity and environment. They never had a chance to learn—at least nothing like the chance that you and I have had. But the question for them, as well as us, to answer is, whether they—and we—have improved all the opportunities to learn that have come our way.

Willful ignorance, of course, you have met:

"There are none so blind as those who will not see."

And, of course, you and I are never willfully ignorant.

How about it?

Neglectful ignorance is very little different from the willful brand.

Around us are books, magazines, trade and technical journals, experiences, methods, men, and things. How much do we learn from them?

Take that one item of experience, for instance.

It is proverbial that experience is the best teacher. Also that the tuition is often excessive, not to say exorbitant. There is only one kind of experience that comes cheap. That is the experience of other folks.

How much do you learn from the experience of others?

For that matter, how much do you learn from your own costly experiences? Be frank, now. I ask the question because I see so many people go on making the same old mistakes, over and over, and getting bumped good and hard every time they do it.

Humanity learns very slowly, and with almost infinite pains.

But that is no excuse for our learning that way.

What is the use of all the pains, if we will just go ahead and learn nature's laws—and obey them—without having to be lashed and clubbed into it?

Let's be like the children—always on the alert, eager to learn all we can.

And then, let's be like people who have really reached manhood and womanhood—brave, faithful, patient, hopeful, and intensely in earnest about living up to what we have learned, in our lives and in our business.

BUT THERE are some people who fail in business—or in their work—no matter how hard they try, no matter how faithfully they study and work.

They are the misfits.

They are in the wrong place in life—square pegs in round holes.

They find themselves in uncongenial and galling bondage to tasks they were not born and developed to perform.

They got out of their proper sphere through parental ignorance or bad

judgment, through the error of a teacher, through the necessity that seemed to drive them to take the first job that offered, through their own ignorance of their capacity, through lack of initiative, through indolence in preparing for the work they were best fitted to do, or through some other misfortune or fault.

Their cases are pitiful—some of them tragic.

And right here is a good place for me to say that a big responsibility rests upon parents, teachers, employers, and all others who are in positions of influence over the young.

There is no longer any excuse for ignorance of the natural bent of any child. The study of human character need no longer be based upon a jumble of chaotic and all but useless knowledge. The Science of Character Analysis, as formulated by Dr. Blackford, whose series of articles is now running in *THE BUSINESS PHILOSOPHER*, is logically arranged, simple, can be learned and applied by anyone of average intelligence, and is accurate and reliable in its results. And not only can parents and others use the science for those under their care, but men and women can use it to guide them in choosing or changing their vocations.

No one ought to remain in uncongenial occupation. The struggle for success is fierce enough under the very best of conditions. And it is almost suicidal to handicap one's self by such odds.

And there is no excuse for the round peg's staying in the square hole in these days when one can get scientific, up-to-date, and thorough instruction in almost any trade or profession by correspondence—working at the old job while preparing for the new one.

Correspondence instruction has long since passed the experimental stage.

It has been adopted as an established method by several of the leading universities. Splendid correspondence schools have been organized, and have done wonders for their students in lifting them out of uncongenial and unprofitable employment into positions where their talents could be brought into full play, and where they have made good.

NOW LET US go back, for a moment, to our original question.

They all think that they obey the natural laws of success.

But most of them do not—for various reasons, as we have seen.

And now I want to take you back and show you the one great reason, underlying all the other reasons—laziness, greed, excuses and "exceptions," ignorance, misfits—why you and I and all the rest of mankind fall short, in some way or other, of perfect harmony with a perfect law.

It lies in a *lack of desire* of the right kind.

Give the laziest man on top of the earth some strong incentive and he will develop great action.

Let the most greedy, grasping, oppressive plutocrat that was ever muck-raked get a burning desire for liberality, and his greed disappears like a snowflake in a conflagration.

When a mighty desire to serve takes possession of the "exception," he forgets all about his little self-deceptive sophistries.

Fill the most ignorant boy—an Abraham Lincoln, for instance—with an insatiable desire for knowledge, and no obstacle can stand in the way of his acquiring it.

When the most hopeless misfit in all the world of work gets on fire with zeal for some new profession or occupation, that fire will speedily burn away all barriers.

And desire is a feeling—a faculty of the soul or heart of man.

Yes, there is the key to the whole problem of individual and institutional success—the human heart.

The business world is beginning to wake up to the fact.

The day has gone when good business men talk about there being no place in business for sentiment—sentiment is at the very center and founda-

tion of the whole structure.

If you would succeed, get your heart right—on fire with a desire to serve, because he profits most who serves best.

If you are an employer, get your employees' hearts with you, and the rest will be easy. Some of the biggest and most successful corporations in the world are now making that the fundamental policy of their business.

## Sand

I observed a locomotive, in the railroad yard, one day;  
It was waiting at the roundhouse, where the locomotives stay;  
It was panting for the journey, it was coaled and fully manned,  
And it had a box the fireman was filling full of sand.

It appears that locomotives cannot always get a grip  
On their slender iron pavements, 'cause the wheels are apt to slip;  
So when they reach a slippery spot, their tactics they command,  
And to get a grip upon the rail, they sprinkle it with sand.

It's about this way with travel along life's slippery track,—  
If your load is rather heavy, and you're always sliding back;  
If a common locomotive you completely understand,  
You'll provide yourself in starting with a good supply of sand.

If your track is steep and hilly, and you have a heavy grade,  
And if those who've gone before you have the rails quite slippery  
made,

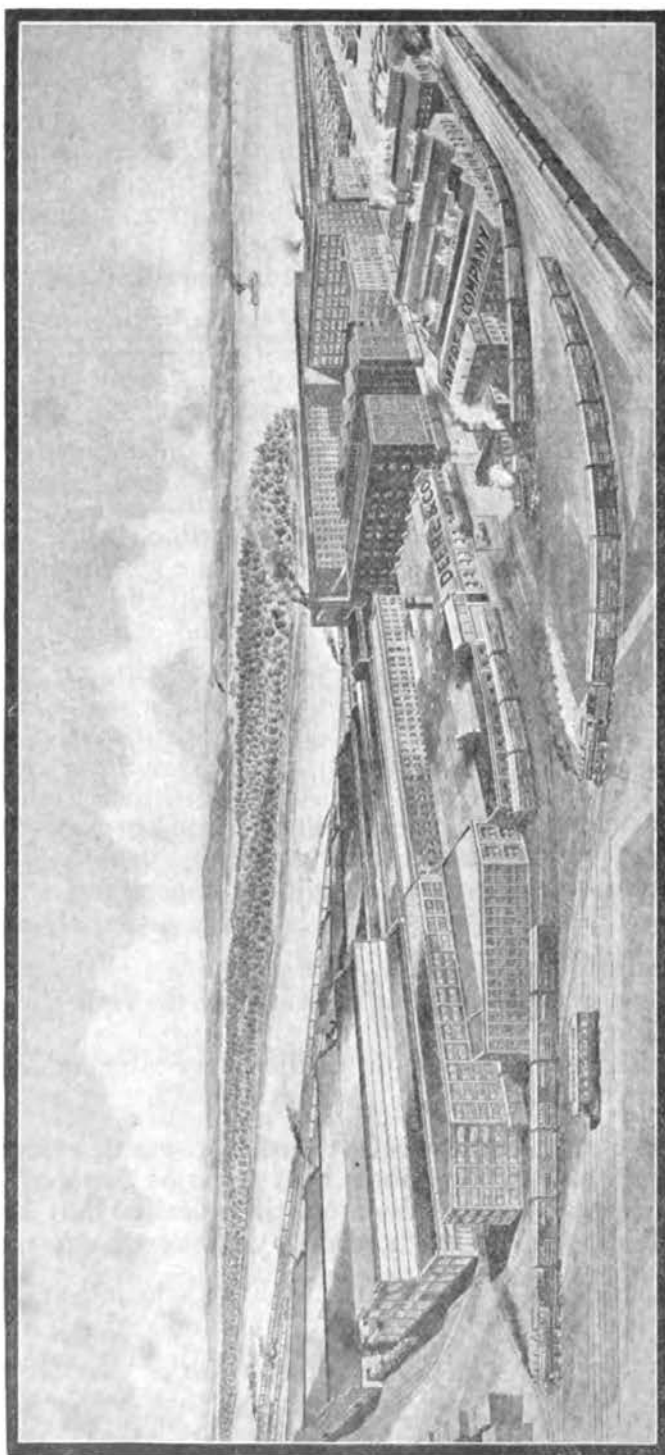
If you'd ever reach the summit of the upper tableland,  
You'll find you'll have to do it with a liberal use of sand.

If you strike some frigid weather, and discover to your cost,  
That you're liable to slip upon a heavy coat of frost,  
Then some prompt, decided action will be called into demand,  
And you'll slip 'way to the bottom if you haven't any sand.

You can get to any station that is on life's schedule seen,  
If there's fire beneath the boiler of ambition's strong machine;  
And you'll reach a place called Flushtown at a rate of speed  
that's grand

If for all the slippery places you've a good supply of sand.

—From "Team Work"



DEERE FACTORY

# Why the Deere Institutions Have Won Great Success : *by* Arthur W. Newcomb

**W**HY?

The question had been buzzing in my mind for half a day.

I had been shown over the great warehouses, salesrooms and offices of Deere & Webber Co., at Minneapolis.

I had just recovered from my wonder at seeing a nine-story, solid reinforced concrete building added to the other buildings that covered more than a city block.

While I was there implement dealers in droves, with their big fur coats, had swept down upon the place and had been swallowed up on the sample floors, where they were examining farm machinery as attendants took it apart, bit by bit, or operated it until the place rang with the whirr of steel. There was an implement dealers' convention on in Minneapolis just at that time.

And yet, I thought, this house does business only in Minnesota, part of Wisconsin, North Dakota, and part of South Dakota!

I had been talking with Mr. Silloway, one of the numerous sales managers of the firm, and had compelled him to admit that Deere & Webber Co. sold more farm implements of the kind they handled in their territory than all of their competitors combined. And they had eighteen competitors—some of them powerful combinations of men and money.

While I was getting my breath after this admission, the question popped out:

"Why?"

## One Answer to the Question

Mr. Silloway smiled.

"Because we have the right goods, give the right service, and know how to sell our goods," he said.

"Simple and easy, of course," I returned. "But don't your competitors make good goods? Don't they render excellent service? And don't they know a little bit about salesmanship too? If I have been reading the signs of the times rightly, every business that is alive at all is doing its very best in those very things. Do you do them better than any of the rest? If so—why?"

Well, Mr. Silloway thought I had better go to the headquarters of the company, at Moline, Illinois, and ask my prodding "why?" of the officers there. Perhaps they could tell me more about it than he could. He had done his best for me—which was pretty good, too, let me say in passing.

So I caught a train for Moline and found my way to the big office in the midst of its acres and acres of shops and factories.

The first man I met was Frank Blake, the advertising manager. I thought that he ought to be able to tell me what I wanted to know.

## Another Good Answer

Mr. Blake could tell me how the business had grown from year to year, adding factory to factory, distributing branch to distributing branch. He could talk by the hour of the advertising done by the company—and mighty interesting and profitable talk it was for me to hear. He could tell me that there were more Deere plows in use right now than all other makes combined. So I put the question to him:

"Why?"

"Why," he said, "the usual methods by which any good business house wins success, intelligently, honestly, and persistently applied."

"But your competitors use these 'usual methods' too, don't they? And they put forth every effort to apply them just as intelligently, energetically, honestly, and persistently as you do, don't they?"

And he had to admit that they did.

So I went to the vice-president of the company, G. W. Mixter, who is also superintendent of all the factories owned and controlled by the concern. I found him at the push-buttons and controllers of an immense and complicated industrial machine that would have bewildered a smaller man. But he was big enough to take it all very calmly. Busy as he was, he gave me half an hour of his time.

Information about the business came from him in terse, compact sentences, full of facts—how many plows, cultivators, har-

rows, corn planters and other things the farmer uses they made last year and the year before, and how many they are making this year.

The quantities were enormous—almost unbelievable—so large that the figures swamped me and I did not burden my mind with them. So you will not be afflicted with them. But I do remember that there was a mighty big growth of the output from year to year.

#### Still Another Answer

"And of course you sell all these things you make, Mr. Mixter," I asked, leading up to my old question.

"Yes, it all goes."

"And you make and sell a very large proportion of the total of these implements made in this country, do you not?"

"Yes."

"Why?"

"Because we turn out our goods right," he said, with great conviction.

"So do all the rest of them," I groaned, in despair.

"If I were to visit the factories of your competitors, Mr. Mixter, they would all tell me that they spared no pains or expense to turn out their goods right. I have never visited a factory of any kind yet where they did not tell me that. There must be some special reasons why you sell more plows than all the rest of them combined."

#### The Real Answer—"We Treat Our Men Right"

So I carried my question one step higher—to President Butterworth.

And as soon as I saw him I thought that I might get my answer from him. Big body, large, fine head, and a face upon which strength and kindness, idealism and practical business wisdom were written in firm, easily legible characters, told me that here, if anywhere, I should find the embodiment of the spirit of the institutions.

So I went right straight to my point.

"Mr. Butterworth, I am told that your concern and its branches sell more agricultural implements, of the kind they handle, than all their competitors combined. And I want to know why."

Without a moment's hesitation he replied:

"Because we treat our men right."

So that was the answer.

I knew it the minute he said it.

My mind traveled back over what I had heard and observed at Minneapolis and Moline, and that was clearly enough the answer to every question.

At Minneapolis, I found managers, sales managers, salesmen, cashier, clerks, stenographers, and even manual laborers who had been with the company for terms of from ten years up to thirty. Some of them had made money and came to work every day in their own automobiles. They might have gone into business for themselves. They might have retired. But they kept on loyally serving Deere & Webber Co.

While other sales forces were subject to continual flux, the Deere & Webber Co. salesmen were in the field year after year, building up business for themselves and their company in their territories until no one could take it away from them. Only two had ever left the employ of the company, and these had not gone over to any other firm, but had gone into business for themselves.

Yes, they must have been treated right.

I remembered the spirit of hearty loyalty to the house expressed, not in words, but in the whole behavior of every Deere & Company man I had met.

#### How Men, "Treated Right," put Heart into Their Work

Here was another bit of startling information from Mr. Mixter:

It is of great importance to know, months ahead, what the demand for the product of any concern for any season will be—especially since the demand is always growing.

An elaborate system has been devised, gathering information from many sources and taking all possible factors into account. Two years ago, it turned out that twenty-five per cent more product would be needed than during the preceding year.

And yet the factories and the men had done their best during that very same preceding year. It looked like a big task to speed up production twenty-five per cent throughout the big factories.



But the men were taken into the confidence of the firm, put on their mettle, and the thing was done. They actually did speed up the required amount, and the additional product was sold, as the prophets of the sales department had foretold.

Now that was an achievement.

But listen to this:

Last year the prophetic department came around and carelessly remarked to the manufacturing department that from thirty to thirty-five per cent more than the big year just closed would be about right.

Things hummed in the Deere factories for the next twelve months. All the men entered the thing as if it had been a game or a race. They were determined to win.

And they did win.

They made thirty-four per cent more product than they had the year before, big as that was. And the product was sold.

Where can you beat that record?

In most factories I have visited, the management feels pretty good if production keeps up to standard without adding more men or more equipment.

#### **Keeping the Product Ahead of Progress**

Another interesting thing about the Deere factories is their experimental department. Here every detail of the product is under constant study by experts, whose only aim is to improve.

They are constantly discovering better designs, better attachments, better processes of manufacture, better ways of preparing and finishing raw material, and new and better implements to take the place of those that were the best skill could produce last year. Also new implements to do quickly and economically what has been done slowly and painfully up till now.

Hundreds of thousands of dollars are spent every year in this department.

Another important department looks after tool making for the factories. No machine or tool in all the great shops is used for an hour after this department has discovered something that will do the work more quickly, more economically, and more perfectly.

And the men in these departments put heart into their work, so that they are the most efficient departments of their kind in the world.

And this is what enables the Deere factories to keep ahead of progress in the design and quality of their product.

And the way to get men to put their hearts into their work is to "treat them right," as President Butterworth says.

#### **The Power of Good Will**

So let me tell you some of the ways in which these men, from the highest officials down to the lowliest workers, are treated right.

First, and in many ways most important of all, is the good will behind all dealings with the men. It is something intangible and indefinable, but the men feel it strongly. It is that, more than anything else, that wins their hearts. But it has to find just the right expression, or its effect will be spoiled. I know many a man who is truly eager to treat his co-workers right and who gets nothing but ingratitude and trouble for his pains, because he is unwise and untactful about it.

So it will be worth your while to look into the way the Deere institutions do it.

#### **Letting the Men Alone**

Perhaps the most important thing in the way of the Deere company with their men can be summed up in the words of Mr. Blake, the advertising manager. He had been telling me that he kept the men in his department—that they stayed with him year after year, getting better and better acquainted with their work, fitting more and more perfectly into the team, and, hence, becoming parts of a more and more efficient organization.

"How do you do it?" I asked him. "Why is it that, not only in your department, but throughout the whole institution, the men stick? And especially in your department—advertising men are usually incorrigible wanderers?"

"The men stay," said Mr. Blake, "because they are let alone. I am told what results are wanted from my department, but I am not told how to get them. I am not nagged with petty orders while I am at work. Nor am I asked how I got the re-

sults when the thing is done. And I treat those working with me in the same way. They are told what is to be accomplished, then are given an opportunity to express their own individuality in accomplishing it."

And that is a mighty important way of treating men right. I found the same method used throughout all the Deere institutions.

#### Promoting Men from Inside

Vice-President Mixer let me into another little secret about the way men are treated in the Deere institutions.

"We go through the plant with a fine-tooth comb," he said, "to find a man fit for promotion, rather than hire one from outside. Our men know and feel this, and we never have any leaving us to work for some other concern."

A mighty effective policy, that, and one that all too many employers overlook to their own loss. It is well known, in many institutions, that an employe has to hire out to some competitor in order to get proper recognition for his services.

#### Maintaining the Piece Work Rate

Still another point in the policy of the firm, and a most important one, I got from Mr. Mixer.

"All the hands are paid for piece-work," he said. "But the rate is fixed by agreement with the men, and it is understood that it will never be lowered, no matter how much money some of the speediest ones make, unless a change in equipment or methods increases production very materially. And then the change is made only after it has been thoroughly explained to the men."

Here is the rock on which many a splendid business has gone to wreck, and many another has been seriously impaired. The idea of many managers seems to be to fix a piece-work rate that will enable the men to make about so much a day. Then, if some ambitious fellow exceeds that figure, down comes the rate. The result is that the employes deliberately hold down their output, lest the rate be reduced. And if some conscientious worker speeds up and does all he can, the rest persecute him until he learns better or gets out.

In the Deere plants, this does not happen. On the contrary, when the times of tremendous speeding up come, and the output has to be increased thirty-four per cent, the men are full of ginger and work like demons because they share in the increased profits.

#### Sick and Accident Benefit and Pension Funds

It is hard to be sick under any circumstances.

It is especially hard to be sick when one's income ceases and expenses increase during his disability.

To soften the asperity of such a hardship, Deere & Company maintain a benefit insurance fund for their employes.

Under the terms of their agreement with each employe who signs with them, fifty cents is taken from his pay the last day of each month and placed in this fund. With it is put another half dollar from the treasury of the company.

Out of this fund, the employe is paid one dollar a day for every day of disability after the first week of sickness, for a term of sixty days in the case of certain chronic diseases, and for one hundred and eighty days in the case of all other diseases except venereal diseases, for which no benefits are paid. He also receives free medical attendance of one visit a day from the company's physicians.

One dollar a day for twelve months is paid to employes disabled by accidents suffered while employed by Deere & Company. They are given free surgical attendance by the company's surgeon.

In case of death by accident while employed by Deere & Company, the loss of both hands, both feet, or a hand and a foot, or the sight of both eyes, one thousand dollars is paid to the heirs of the decedent or to the person maimed. Smaller benefits are paid in cases of less serious accidents.

The pension fund of Deere & Company is provided wholly by the company, and is managed, under the president of the company, by a pension board, composed of five members or employes of the company, to be appointed annually by the board of directors.

All employes engaged in any capacity in the operations of the company who have

reached the age of sixty-five years and have been twenty or more years continuously in the service, may be retired from active service and become eligible to a pension.

Any employe who has been ten years or more continuously in the service of the company and has, by reason of injury or sickness, become totally incapacitated from further work for the company, may or may not receive aid from the pension fund, at the discretion of the company. If aid is granted, it shall be for such amount and for such a period as the pension board may determine.

The annual pension for an employe retired for age is, for each year of active service, one and one half per cent of the annual average pay during the ten years next preceding retirement, except that no pension shall be less than eighteen dollars a month.

#### The Heart Element in Business

These, then, are some of the ways in which this great corporation "treats its men right."

And I'll leave it to you if men treated that way will not put that indefinable but immensely valuable quality of "heart" into their work.

Take two organizations, one of which is a compact, closely knit team of men who have been working together for years, all of them full of enthusiasm for "the house," and the other a loosely bound, constantly shifting force, each man for himself, and which would you pick as winner?

Well, then, if that is too easy, suppose another case. Give the each-man-for-himself house the advantage of greater individual brilliancy and ability on the part of its employes. Give it also just as keen and able management in providing, as far as possible, for quality of goods and excellence of service. Then which would you pick as winner?

Yes, so would I pick the every-man-for-the-house organization, every time.

But such an organization usually attracts the ablest men to its ranks and to its management. Thus the dual advantage.

Almost any manager of men will tell you that the whole secret of success is to get the men to put their hearts in their work.

That is the reason I think I got absolutely the right answer to my oft-repeated "why?" from President Butterworth.

But the other answers were right, too.

#### The Key to the Other Answers

Mr. Silloway was right when he said that the answer was right goods, right service, and salesmanship. But it is the "heart" put into these by the men behind them that makes them win so amazingly.

Mr. Blake was right when he said that it was the "usual methods" employed by any good business to win success.

But it is the soul-stuff put into these methods by men who are "treated right" that gets the big results.

Mr. Mixer was right when he said that it was because they "turned out their goods right."

But they can turn out their goods right because of the sentiment Mr. Mixer and all his men put into them.

Sentiment wins in making plows?

Explain the record of Deere & Company in any other way if you can.

#### John Deere—Empire Builder

In a very important sense, it may be said that John Deere made the great Middle West and Northwest possible.

Here is how it happened.

'Way back in the early days of this country, when all of the farm land known was the gritty soil of New England, the plow with the iron point and wooden moldboard was the highest type of plow known. And it worked pretty well—considering.

But when it was tried in the black, rich soil of the Western prairies it failed utterly. It entered the ground with difficulty, was hard for the horses to pull, and clogged up so fast that it took most of the plowman's time scraping it with his little wooden paddle. A plow with iron moldboard was tried, but did little better. It had the same fatal defect as the older plow—it wouldn't scour. That is, the moldboard soon got so thickly encrusted with earth that the horses or oxen could hardly pull it through the ground.

And the greatest agricultural district of the world could not be subdued and brought under cultivation without a plow

that was "self-cleaning." Progress halted, waiting for such a plow.

Now John Deere was a blacksmith, blowing his simple forge and making his anvil ring at Grand Detour, Illinois. He was a native of Vermont, having been born at Rutland, February 7, 1804.

It was in 1837 that he attacked the problem of providing a plow that would do the work in the rich prairies right around his own blacksmith shop.

He soon convinced himself of two facts—first, that some metal capable of a higher polish than iron must be used for the moldboard; second, that the shape of the moldboard would have as much to do with its scouring qualities as the material.

#### The First Steel Plow

With these two ideas in mind, he shaped a log to suit his ideas. Then he took a circular steel saw, from a saw mill, and, having cut from it his moldboard, proceeded to beat it into the desired shape on the log. From white oak rails and pins he made the beam and handles. Then he hitched on a team, thrust the new plow into the soil—

And one of the biggest problems in the winning of the West was solved.

The plow scoured.

Of course the demand for the new plow was immediate and insistent.

Soon John Deere was making so many that he could not get steel enough in America to supply his market. So he went to England, had rolls made for producing the special kind of steel he needed, and then contracted with Pittsburg mills to manufacture plow steel for him.

Ten years after he had made the first steel plow, Mr. Deere left his prairie home at Grand Detour and established his first little plow factory at Moline, Illinois—a little three-story shop. This was in 1847.

Another ten years—1857—and John Deere was making ten thousand steel plows every year.

Now, the Deere plow factories cover as many acres as a good-sized farm and a complete implement is turned out every thirty seconds of the working year. Besides this, more than a million new plowshares must be made every season to take the place of those worn out on plows already in use.

These shares alone exceed in value the output of many large plow factories.

It was in 1868 that Mr. Deere's business had grown to such proportions that he formed the corporation that still exists—Deere & Company. Those principally associated with him in the business were his son, Charles H. Deere, who had worked with his father from his boyhood; his son-in-law, Mr. S. H. Velie, and Mr. C. C. Webber, who had been making a corn cultivator at his machine shops in Rock Island, Illinois, a city near Moline.

John Deere, whose steel plows have helped to build the great empire of the West, died in 1887, at the age of eighty-three, and his son, Charles H. Deere, succeeded him at the head of the great institution.

From the time when, as a baby, he sat on his father's forge in the little blacksmith shop at Grand Detour, until the time of his death, in 1907, Charles H. Deere was interested in the plow business. Under his management, the interests left to him by his father had a remarkable growth, easily occupying the first position in the implement world.

Since the death of the younger Deere, the business has been carried on by that magnificent modern business organization, that "body without death and mind without decline," a corporation. Mr. Webber and the sons of Mr. Velie are still identified with the business. These fathers and sons, like Deere father and son, have been and are towers of strength in the organization.

#### Twenty-Four Deere Institutions

You have no doubt noticed that I speak for this great business as the Deere institutions. There are twenty-four of these, seven factories and sixteen great distributing branch houses.

There is the main plow factory, at Moline, Illinois, where plows and corn cultivators are made; the Moline Wagon Company's factory, also at Moline, where wagons are the output; the Union Malleable Iron Company's factory, at East Moline, for the forging of iron parts; the Kemp & Burpee factory, at Syracuse, New York, maintained for the making of manure spreaders, hay loaders and corn planters; the factory of the John Deere Plow Com-

pany, at St. Louis, for the making of buggies; the Fort Smith Wagon Company, at Fort Smith, Arkansas; Deere & Mansure, Moline, making corn planters, hay loaders, and disc harrows; and the Marseilles Company, at East Moline, whose factory turns out portable elevators, manure spreaders, and corn shellers.

These are the factories. Each is owned and controlled by a separate corporation, in which Deere & Company own part of the capital stock.

Then there are the great branch distributing houses. These are located at Moline, Minneapolis, Omaha, Kansas City, Oklahoma City, San Francisco, Portland, Oregon; Winnipeg, Syracuse, Baltimore, Indianapolis, Dallas, New Orleans, Denver, Spokane and St. Louis.

Each of these sales organizations is incorporated under the laws of the State where it is located, Deere & Company owning stock. But each has its own management, and conducts its own affairs.

Deere & Company have bought out a number of smaller factories. But they never squeezed one out. This has been the usual history:

In meeting the demand for goods, the company has often been compelled to take some or all of the output of some other concern. In time, their efficient sales organization has increased the demand beyond the capacity of the little factory. Then the proprietors of the place have said, "We can't make any more goods, annually, than we do now, with our capital. Why don't you buy our factory, put enough of your money into it to bring it up to the required capacity, and run it yourselves."

And that is what has been done.

#### Educating Dealers

Next to the "we treat our men right" policy of this house, in the factors that have made its success, I place its broad and liberal advertising policy.

I have often heard of educational advertising—and have seen some.

But here is advertising that is educational in its broadest sense.

The Deere implements are sold through dealers in all parts of the world.

The manufacturing, shipping, sales, advertising, and accounting departments of the business may be ever so perfect, but when it comes to closing the actual sale with the farmer and getting his money, it is the dealer—a man whom the house perhaps never saw, and over whose training and methods they have no direct control—who must do the business for them.

And so, through their advertising and sales departments, the company gives him a mighty good education in the fundamental principles of publicity and salesmanship and their practical application.

The Deere salesmen, most of them tried and tested men who have been with the company for years, are instructors in all the practical points of the game.

From the advertising department, at Moline, comes a little booklet, "Hustling for Business," issued every now and then. This is in the nature of a heart-to-heart talk with the dealer, and lives up to its title. The leading subjects treated are advertising and salesmanship.

#### Educating the Farmer

But the money that keeps the twenty-four Deere institutions going comes from the soil turned over by their plows. The bigger and better the crops produced by that soil, the bigger and better the Deere business.

And the better educated in scientific agriculture the man who tills the soil and harvests the crops, naturally, the bigger and better the crops will be.

So Deere & Company spend many thousands of dollars annually in the education of the farmer. They publish books, pamphlets, and periodicals, all for free distribution, containing the latest and best information about soil and crops.

And the result is better farming, bigger profits to the farmer, and more buying of farm machinery.

But that helps Deere & Company's competitors as much as it does Deere & Company.

Does it?

Wait until I tell you how the net result is in favor of the firm that is spending the money.

Here are the titles of some of the publications of the Deere advertising depart-

ment: "Talks on Live Farm Topics by Experts," "Alfalfa—Its Seeding, Culture, and Curing," "Keeping Next, for Farmers Who Know Farming," "The Science and Art of Plowing," "More and Better Corn," and "Better Farming." In addition to these, a quarterly farm paper, called "The Furrow," is issued.

The material for all of these is furnished by experts of reputation. Here is a list of some of the contributors: Prof. Clifford Willis, Agronomist, South Dakota Experiment Station; Floyd R. Todd, expert on soil fertility; Prof. J. H. Shepperd, Agronomist, North Dakota Experiment Station; Prof. T. A. Hoverstad, Superintendent North Dakota Farmers' Institute; Prof. R. A. Moore, Agronomist, Wisconsin Agricultural Experiment Station; Prof. A. R. Kohler, Assistant Horticulturist, Minnesota Experiment Station; L. B. Bassett, General Manager John Stock Farming Company, St. Paul, Minnesota; A. M. Ten Eyck, Professor of Agronomy, Kansas Agricultural College.

In addition to these, the company retains upon its own staff an expert in charge of a "Soil Culture Department."

All these and others write for "The Furrow" and other publications of the institution.

They tell what ought to be done in order to improve farms and crops. They also tell how to do it.

Then, right along with the text of their simple, but scientific treatises, the advertising department of the company tells the farmer what are the best tools to use in doing it—the Deere implements. These are pictured and fully explained.

What is more natural, then, than for the farmer, having read what to do and how to do it in order to make more money, and having decided to do it, should, at the same time, decide to use the Deere tools for the purpose?

And he does.

That is another reason why the Deere institutions lead the world in the lines of implements they manufacture.

Here endeth the lesson.

I might fill volumes with interesting information about this great exemplar in good business methods.

But to what end?

It is all summed up in these three remarks:

"Because we have the right goods, give the right service, and know how to sell our goods and services."

"Because we educate the dealer and the farmer to know the value of our goods and services."

"Because we treat our men right."

And, as I may have intimated before, the whole thing, after all, is summed up in that last remark, the reply to my "Why?" by President Butterworth.

## SELF-DISCONTENT [Don E. Mowry]

**Y**OU are discontented with yourself when you lack the manly courage to get right down to the very bottom of things and dig out a winning plan for your own success. Of course, you are unworthy if you lack courage. The only thing I want to know from you is: "Can you fight?" If you can, it is only a question of time before you will connect with a live opportunity.

# Shape of Head as an Index of Human Character : *by* Dr. Katherine M. H. Blackford \*

THE protozoa are headless creatures, also brainless. And they behave themselves just that way. There is so little organization and intelligence in most of the order that it is almost impossible to tell them from vegetable germs.

The protozoa are the lowest order of animal life.

Next above them come the radiates. And the radiates are also headless, brainless—and act like it. You never saw anything that denoted intelligence about a starfish, did you? Well, Mr. Starfish is a radiate. His entire nervous system—if he has one at all—is so tiny and so indifferently organized that it is sometimes hard to find even traces of it with a microscope.

And now come the articulates—crabs, lobsters, spiders and other insects. These have what we call heads. But their brains—such as they possess—are not all in their heads by any means. In fact the whole nervous system of an articulate is a crude and simple affair. Instead of one good, working brain in his head, the lobster and his near and distant relatives have a number of co-ordinate nerve centers, called ganglia. So the head of the articulate animal is called so only because it is usually at the end of his body that goes ahead when he walks and has the eyes and feelers attached to it. The mouth is usually somewhere in the neighborhood, too. As a matter of fact, the head, so called, of a spider or his victim, the fly, is only a slightly differentiated segment of his body—which is made up of segments.

Just above the articulates in the scale of existence come the *mollusca*—oysters, clams, snails, periwinkles, cuttle-fish, and other queer, soft creatures—with and without shells.

Now the mollusc is a little better off than the articulate in the matter of a head. That is, some of the molluscs are—not all. But even they have little or nothing that could be called a brain in distinction from

the other nerve ganglia of their crude nervous systems. There may be something in favor of the ganglion in the heads of some of them, but it isn't anything the mollusc can brag about. And the mollusc doesn't care. He hasn't brains enough to care.

Hence the expression, "Happy as a clam."

That kind of happiness may suit a brainless mollusc, but men and women with heads on their shoulders and brains in their heads demand something different.

We have come now to the vertebrates—the creatures with backbones. And as we should expect, here, for the first time in our search, we have encountered a true head—one containing something more than a mere knot of nerve fibers.

As has been emphasized, again and again in this series of articles, the laws of nature and of human nature are the same. In order to understand human character we have only to observe essential analogies and draw our conclusions intelligently.

So, having found some true heads, let us make a few observations upon them.

## Some Observations on Snakes' Heads

Consider his snakeship.

His head is little more than a continuation of his body.

His face, if he can be said to have one, looks in the same direction as the line of his spine. If your eyes were in the same relative position as his, they would be on the back of your head.

Now we generally divide all snakes into two classes—the venomous and the harmless.

Look at the difference in the heads of the two kinds.

The "rattler" is a type of the venomous serpent. His head is very wide and very low—almost flat.

And the rattler is a grouchy fellow. He is easily angered—and when he loses his temper he gets into a truly great rage. He hisses, shakes his tinkling tail furiously, and strikes murderously. He generates poison, and when he strikes, he injects poison.

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Now look at his innocent cousin, the common garter snake. His head is narrower and longer in proportion to its width. And he is a charming creature when you really get to know him. He can be tamed and made a pet. He protects himself from his enemies, not by rage and violence, but by silently slipping away and hiding himself. He is an adept at keeping a secret—especially the secret of his own whereabouts.

#### What Birds' Heads Show

Bearing in mind our observations on snakes, let us go a step higher and have a look at the birds.

Here is the fabled king of them all—the eagle. His face looks at the sea and sky with a slight forward angle from the line of the spine.

But do you see how wide is his head? And you know, as a scientific fact, and from numerous thrilling stories, what a fierce, aggressive, merciless bird of prey he is.

And the partridge, with his narrow head, is his exact opposite—harmless, quiet, and self-effacing.

Note the same difference between the destructive hawk, with his width of head, and the industrious, good-natured, friendly hen, with her narrow cranium.

Since we are in the barnyard, let us have a look at some more of the domestic animals. We know them pretty well, and can learn some interesting things about them.

Here is Pussy. Yes, he is friendly, rubs fondly against us and purrs with great apparent good nature—as long as he is well fed and handsomely treated. But he has a wide head, so look out for his claws and teeth. You have only to see him with a mouse or a bird to get an idea of his fierce cruelty.

Br'er Rabbit, on the other hand, shy, gentle, and almost never angry, is an almost perfect type of a narrow-headed animal.

I might multiply instances indefinitely—the fighting bull-dog, with his wide head, and the gentle collie or the timid hound, both with narrow heads—the tiger and the sheep—the lion and the gazelle.

There is another interesting feature about the shapes of animals' heads—the animals and fowls whose flesh is sweet and

wholesome for our own tables are all animals with narrow heads. The cow, the sheep, the swine, the rabbit, the hen, the duck, the goose and the partridge are examples.

Now notice that all wide-headed reptiles, birds and animals are easily angered, fight ferociously, and are swift and cruel to destroy life. And, in some cases, they generate so much poison that they have some to spare for killing their victim. And in all cases, you may be sure, anger generates venom in the blood and in the flesh. Perhaps that is one reason why we refuse to eat the flesh of a wide-headed animal.

#### What the Facial Angle Indicates

Note that, as we have come up the scale, the face of the animal has been looking at more and more of an angle from the line of the spine, until, in the higher animals, it looks almost at right angles to the spine.

Now we come to man.

We find that his face looks at right angles to the line of his spine—and can now see what has been taking place. As the brain has developed—in the space between the eyes and the back of the neck, it has pushed the face forward to make room for the increased size of the skull in that region. That means that the head has grown higher and longer in proportion to its width.

But there are all degrees of this development in man, from the ignorant savage, with his low, flat head, to the great philosopher, whose bulging brow overhangs his receding face.

#### Wide and Narrow Human Heads

But, let us trace our analogy of the wide and narrow heads.

If our fundamental proposition is sound, that the laws of nature and human nature are identical, then we ought to find the wide-headed man given to anger—fierce, aggressive, a fighter, and destructive.

And we do.

And, as in the snakes and brutes, his anger generates poison.

Prof. Elmer Gates, of Washington, has made a number of experiments that showed actual toxins in the breath and perspiration of an angry man.

But the poison is not only physical. It is mental and psychical as well. When the man with the wide head strikes, he strikes

to kill, and he is very likely to inject venom.

All these tendencies are modified, of course, by other features, particularly the height of the head.

The higher the head of the wide-headed man, the more is his aggressive, fighting, destructive, grasping nature directed along lines of the execution of plans, the management of financial or other interests, the handling of men, the destruction of things and conditions that stand in the way of accomplishment.

Study the pictures of murderers, incendiaries, and highwaymen, and you will see wide, low heads.

But a portrait gallery of great generals, rulers, captains of industry, and executives generally, would show men with wide, high heads.

On the other hand, when you see a man with a narrow head, expect him to be good-natured, harmless, and gentle. He may go as far and accomplish as much as the wide-headed man, but he will use quiet, non-combative, and non-destructive means to do it. Emerson is a fine example of a high development of the narrow-headed type. Study your portraits of the world's great ones in all fields of endeavor, and you will be interested to note the unvarying fitness of shape of head to the things done.

#### Long and Short Human Heads

Another interesting classification of human heads is in relation to their length or shortness. These differences are easily observed, and are valuable indications of character and capacity.

In the business world, we often hear the expression, "He is long-headed." The meaning intended is that the individual is far-sighted, looking well into the future, foreseeing results, and acting accordingly to accomplish his ends.

And this common saying is based upon facts. The long-headed man is far-sighted, has good reasoning powers, knows people well, can foresee the effect upon them of any event and forecast their action. It is the long-headed man who is found to have provided for contingencies, no matter what kind of interests are in his care.

Consequently, in the commercial world, the man with a long cranium will be a busi-

ness builder rather than a mere business getter. He may not be so aggressive as his brother with the short head, but he will so impress himself, his goods, and the excellence of his service upon the people with whom he deals that his business constantly grows. He makes and keeps the right kind of friends.

Mr. Employer, the long-headed man is a good man to send out to represent you, if you are in a permanent business and care more for the profit item on the balance sheet at the end of the year than today's immediate sales.

The short-headed man is more impulsive and less calculating. He does not look much into the future. As he usually has a wide development of the skull along with its shortness, he has a habit of blundering into the midst of things and then fighting his way out. In commerce he is usually aggressive and forceful. If a salesman, he is very likely to make big sales—on his first visit. But he finds it hard to go back, again and again, and build business with a regular line of customers. What he makes up in aggressiveness and push over his long-headed competitor, he is very likely to lose through poor judgment and impulsive blunders.

#### Round and Square Human Heads

Employers of men and women would do well to make a careful study of still another classification of head-shapes—the round and the square.

The round head is always and everywhere the sign of carelessness, recklessness, and impulsiveness. If you need those qualities in a man, and you see others in the fellow that you also want, then give the job to the applicant with a round head.

On the other hand, if you want scrupulous carefulness, deliberation, square-dealing and painstaking thoroughness, shun the bullet-head, and put a man with a square head on your pay roll for the position. Try this as often as you like, and you will never find it to fail.

We also have the high and low heads, to which I have already made some reference. And, just to make the game interesting, we find all combinations of these primary types. But it isn't so difficult as it looks at

first glance. Each type in the combination preserves its own meaning, being modified by those with it as you might expect it to be.

#### Can Shape of Skull Change?

Now, for the sake of those who may have felt aggrieved at anything I have written here about the shape of the head, either because of their own cranial development or deficiency or on behalf of some loved one, I shall say just a little in answer to a question that I meet constantly in my work: "Can the shape of the head be changed?" But before taking it up, let me say that I shall devote the next article in this series to the relation of the skull to the brain, and deal more fully with this question of the change of shape.

This question is an interesting and most important one. Within it lies the whole problem of self-development.

"Can the leopard change his spots?" is an old, old conundrum that has troubled humanity for ages. With almost equal hopelessness men and women have asked, "Can a man change the shape of his skull?"

Let us see what the learned pundits of science have to say about it.

#### Some Comments on Scientific Data

Quoting from an article by Burton J. Hendricks, in McClure's Magazine for May, 1910:

"The reason why environment affects the head so inappreciably is because it is formed so early in life. Many authorities hold that it reaches its mature proportions—though not, of course, its mature size—during prenatal existence. The human infant, when born, resembles, in many physiological essentials, an ape almost as much as a man. The baby's spine, for example, is rounded like a bow, as is the ape's, and does not have the graceful curve that characterizes the spine of the mature man. There is one feature, however, that is indisputably *homo*—and that is the shape of the skull. . . . Measurements taken by Professor Boas show that from the fourth to the twentieth year—the latter representing, of course, complete physical maturity—the human head increases in width less than half an inch and in length less than two thirds of an inch. . . . The musculature of the

face changes markedly as we grow older, which accounts for the change in physiognomy; but the bony structure undergoes little transformation. This explains why environment can affect it only slightly, for the mold is definitely cast before environmental factors can come into play."

Now, not exactly in contradiction of much of this statement, but rather in addition to it, let me give the facts, supported by my own observations in many thousands of cases.

The newly-born child's skull is not shaped as it will be in mature life—nor even as it will be when the child is a year old. The highest development of the infant's skull is in the crown and backhead. During the first year, the upper part of the forehead develops, and still later, the lower section of the forehead.

I do not dispute Professor Boas' measurements of the growth of the skull from the fourth to the twentieth year. But they are inconclusive. How many heads has he measured? And on the shoulders of what class of people were they? It would make a great deal of difference to you and me to know whether they were people who were diligently developing their brains by nourishment and use or not.

#### The Head Does Change Its Shape

The facts are that both the size and the shape of the bony structure of both skull and face do change materially, not only before maturity, but after. In that fact lies much of the hope for your individual progress, and mine, and the development of good citizens among those who have been unfortunate in their heredity and environment.

But more of this in the next article.

And now I turn from what may seem like a word of criticism of Professor Boas' work, to more than a word of praise. He is professor of anthropology in Columbia University, in New York, and has recently conducted a most interesting and profitable series of investigations among the immigrants and their children on the East Side of that great city.

I have not space here to review in full all that Professor Boas has discovered. But there is one cheering and hopeful contribution to science in his findings.

I have just made mention of heredity.

This rather mysterious factor in human character is much discussed by scientists. Some say that it has little influence on character, others that it determines the whole. I shall not enter into that discussion here. It doesn't interest us at this point. But scientists have been pretty generally agreed that head types are unchangeably fixed by heredity. Not only that, but they have maintained that certain head types were fixed in certain races—that every man in a certain race of people will have approximately the same shape of skull, time without end.

But Professor Boas has discovered that the children of round-headed Jews in New York city are long-headed, and that the children of long-headed Sicilians are short-headed.

#### Each Individual a Different Problem

He has also discovered that all Jews are not short, dark-eyed, dark-skinned, hook-nosed and round-shouldered. He has found thousands of fair-haired, blue-eyed, pink-and-white skinned, straight or retroussé-nosed Jews in New York, some of them tall and erect.

The conclusion is that the New World environment is changing the shape of the skull of the children of the immigrants from across the sea—bringing it closer to the "New York type."

If that is true—as it seems to be—then no one is bound and fettered by his racial heredity. Education, better environment, and conscientious self-development will work the transformation.

There is still another important application of these discoveries. It is a mistake to conclude that all the people of any one nationality are of like character. We are too prone to expect certain things of the Irishman, certain other characteristics in the Scotchman, still other traits in the Jew, and another tendency in the Italian.

The truth is that every individual must be judged as an individual—and upon the character signs that are written upon his personality. Unless you do this, you will make as many mistakes as if you were to expect every Jew in New York to be dark-complexioned, under-sized, and hook-nosed. Or, to put it in another way, you will be as far from the truth as were our forefathers—and many good people are today—who hold that there is a certain "education" that is suited to all women.

Every man, woman and child must be judged according to his own combination of the temperamental elements and other signals, and his education, treatment, associates and life-work adapted to his own individual needs.

When that is scientifically and intelligently done, we shall see an end to much if not all of the waste and despoiling of human talent and energy that now causes so much suffering and loss.

*This is the sixth in the series of articles by Dr. Blackford on the Science of Character Analysis, which was begun in the November number of THE BUSINESS PHILOSOPHER. The seventh will appear in the May number and will discuss the relation of the brain to the skull.—Editor's Note.*

**¶ No woman can give her hand with  
dignity, or her heart with loyalty,  
until she has learned how  
to stand alone**

MARGARET FULLER

# How Duke C. Bowers Has Won by Honesty and Sincerity : *by* Thomas Dreier

**I**F HE hadn't been a fighter, if he hadn't possessed enthusiasm, ambition, backbone and honesty, if he hadn't a definite purpose in mind all the time, he never would have succeeded.

I am talking of Duke C. Bowers—Bowers, of Memphis, in Tennessee, you know.

Bowers always was ambitious. His dominant desire is to distribute. That desire was his when he was eighteen years old—just eighteen years ago. He started a grocery store at Columbus, Kentucky, and continued it for five years. Then, just because the losses insisted on being greater than the profits, he quit.

He really thought that he was not intended for merchandising.

## Some Uses of Failure

He thought he had failed. And that was good. It is often good for one to think one has failed. That is often but a step toward asking oneself *why* one has failed.

Bowers tried to get work in grocery stores and wholesale houses, just because to seek jobs there was following the line of least resistance. Fortunately he failed. It is sometimes good for one to be turned aside from the path one thinks it wise to follow. So it proved for Bowers.

Because he was a human being with normal appetites and desires, Bowers had to connect with a job. It mattered little to him, when he failed to annex anything in the grocery trade, what kind of a job he secured.

He served as a train boy for the Union News Company on trains between Toledo, Ohio, and Danville, Illinois. He didn't know it at the time, but here he learned much about human nature that has since been invaluable to him. He talked with men of all kinds and of all professions. The experience broadened him.

Manual labor next claimed him, and he worked in a stave factory for \$18 a month. This was good for him, because the work

was hard and he was compelled to think himself abused. "The idea of working for \$18 a month—a big fellow like you, with brains!" he said to himself.

And, one day when he was cleaning snow off a pile of staves with his bare hands, came this thought, "Why are you doing this work when you have money enough to start in the grocery business?"

## About the Cash Grocery Business

During all the days since his failure in the store he had been, perhaps unconsciously, looking for the basic cause of that failure. It came to him like a flash out of the blue.

"I failed," he said to himself, "because I couldn't say 'No' to folks who wanted credit."

And right after that came the companion thought, "If I ever start another grocery I'll do a strictly cash business."

You may think it a simple matter for one to run a store on a strictly cash basis. It isn't. No man can do it who does not possess unlimited faith in himself, in the soundness of his ideas, and who is not willing to be opposed by his brother merchants, as well as all customers who insist upon being granted credit.

When Bowers announced his intention of starting a cash store he received nothing but discouragement. Salesmen who had been his friends for years predicted his failure. His brother merchants laughed. They were sure he would fail.

But, on August 19, 1902, he opened his first store with a C. O. D. stock that cost him \$229.

Today he owns thirty-two stores and sells—as he did last year—\$1,028,121.11 worth of groceries. His profit is about \$20,000 a year.

He sells cheaper than almost any other grocer in his city. He makes the same profit upon everything he sells. That profit is 14.2 per cent. Ten per cent is figured as the cost of doing business and 4.2 per cent is figured as net profit.

He has built up an organization that moves with the ease and harmony of a watch. During the eight years he has been in business he has sold \$4,431,749.91, and not a penny's worth of this has been sold on credit. He has no delivery wagons, and that cuts down the cost of doing business. If a person orders \$5.00 worth or more he sends the goods home on a public dray. Doing a cash business makes bookkeepers and collectors unnecessary. Besides, there is no loss from "dead beats."

#### Some "Bowersisms"

The man is essentially religious. He is also called *queer*. Every man from the beginnings of recorded history who has done his work in a manner different from that done by the majority has been called queer—when he has not been crucified, boiled in oil, stoned to death, or given some other punishment by society.

Bowers believes in practicing the Golden Rule. That's why he refuses to make more than a fair profit on his goods. He also feels that it is his duty as a neighbor to conduct his business in harmony with business-building laws, so that his stores may render and continue to render the maximum of service at the lowest possible cost to customers.

The thirty-two Bowers' stores open promptly at seven o'clock in the morning and close promptly at seven o'clock in the evening. At the closing hour only those inside are served. Bowers will not permit his clerks to smoke or chew tobacco during working hours, and, to show how consistent he is, he does not offer these articles for sale.

#### His Is Not a Bed of Roses

One would think that a man who is serving his city as Bowers is doing should be hailed as a public benefactor. It is estimated that he saves his customers, because of his businesslike methods, \$150,000 a year. That is, if they bought of other grocers they would have to pay the difference between the Bowers profit of 14.2 per cent and 30 per cent, the profit merchants who conduct their business along old lines must make in order to succeed.

But Bowers is compelled to fight continually. Against him he has what he calls the Food Trust. He refuses to sell package

goods, for instance, at the advertised price if that price is higher than 14.2 per cent above the cost to him. To do this, he thinks, would be unfair to his customers.

Every effort has been made to "bring him to time" by various manufacturers. They have even gone so far as to influence wholesalers against selling to him at all.

In spite of all this, however, Bowers has prospered and continues to prosper. He shows his fighting spirit and the condition of his backbone by carrying his fight against the Food Trust direct to congress. At his request Congressman Crow, of Missouri, and Senator Taylor, of Tennessee, have introduced a bill "to prevent trusts or combinations from controlling the market value of merchandise, produce or commodities." Their fight has just started.

#### Bowers' Right and Left Bowers

Bowers succeeds because he possesses those two dominating success qualities known as honesty and sincerity. He plays square with himself, his helpers and the public. He laid down a definite plan by which he was confident he could succeed when he started eight years ago, and he has never deviated from it. His aim has been to give his customers as much as he possibly could for every dollar spent with him. He has honestly tried to serve his neighbors, and the result is that his neighbors have given him an opportunity to serve them—the service being rendered at a profit to both purchaser and seller.

Mr. Bowers kindly keeps me informed of his movements from time to time. His last note contained a newspaper clipping which told of the annual "melon cutting" which takes place every Thanksgiving Day. This time two hundred employes and members of their families gathered in one of the Memphis halls and presents were distributed to all.

To each child of every employe was given a \$2 bill, the youngest recipient being but twenty-four hours old. It was also announced that the wages of every clerk had been raised \$52 a year. Every employe who had been with Mr. Bowers for a year or more received a present of \$4 for each year of service. To the women was given bolt after bolt of cloth—more than three dozen bolts being required to go around.

Each branch store manager receives a salary of \$15 a week. Mr. Bowers receives the same salary from each store. At the end of the year the profits are divided equally between the manager and the proprietor. Each manager is thus a partner without having any of his own capital tied up.

#### The Nature of Bowers' Service

It is now more than three years ago that I first heard of Mr. Bowers and his work. It appealed to me then because it seemed that the young man was serving as a pathfinder. He is demonstrating that business can be done as it ought to be done—cleanly, simply, squarely and profitably.

The man who pays for what he buys when he buys it has more respect for himself and for the merchant. To extend credit to many men is to place temptation before them. The man who is compelled to pay cash purchases only those things that he actually needs. Bowers is teaching folks to be self-reliant.

To have built up a business of more than a million dollars a year in eight years time, and to have done it without any initial capital against the opposition of salesmen and brother merchants, is a feat that calls for backbone and brains of the highest order. That Bowers possesses both is proven by results. By his works we know him. He is essentially a quality man who is doing quality work. His life is an inspiration. He is a hero of peace—a master of that uncommon quality called commonsense.

The humblest subscriber to a mechanics' institute has easier excess to sound learning than had either Solomon or Aristotle, yet both Solomon and Aristotle lived the intellectual life.—*Hammerton*.

To benefit others, you must be reasonably happy; there must be animation through useful activity, good cheer, kindness and health—health of mind and health of body.—*Elbert Hubbard*.

## Sermonettes on Business—Specialization

By ROBERT R. THIEN

**T**HIS is the day of the specialist. The handy man who could do it all is a memory. He is no longer a living fact. The man who specializes wins.

Specialization means applying your mind and your knowledge and energies to the thing you can do best, and doing it. It does not mean thinking about doing it. The men who specialized are the men you read about—the men you wish to emulate. Because they did something is why they have been written about.

History deals with successful men, with specialists, not with the mediocre crowd. Also, you will find that these men did it well.

If you are engaged in a certain line of business and do not like it, get out of it, leave it. Don't prostitute your energies and your mind and take the boss' money for doing it. Get into the line you want and then make good.

But be sure you do make good, for that can be your only justification. The same

cry of not liking the business does not apply. You have had your chance.

You can't claim the boss does not see your good points. If you have them the chances are he will see them first. That is his specialty, knowing good men when he sees them. He is a specialist at it or he would not be the boss.

Your success does not lie in taking or trying to take the other man's job, but in making a job of your own. If you think you can do something better, don't think about it. Do it. That is specialization.

Men all over the country are looking for men who *can* do things and *do them*. They need them, but they do not need men who only think about doing things. They have plenty of that kind now.

Get out of the rut. Be a specialist whose specialty is doing things, and when you do so you can name your own salary. This is not only good policy—it is better—it is good business.



# Prenatal Culture—The First of the Trinity of Threes : by Anna Griffith Sheldon

*This is the fourth of a series of articles by Mrs. Sheldon on the subject of Prenatal Culture. It is to be followed by several articles pertaining to the parental period of education. Articles I and II were largely introductory to the general theme. Article III had to do more specifically with instructions in right thinking, the faithful following of which will tend toward the Area Development of the child. By the term Area Development is meant the development of Ability, Reliability, Endurance and Action.—Editor's Note.*

THOSE who have followed this series of articles thus far will remember that in Article III we briefly considered the subject of right thinking on the part of the mother as related to the Area Development of the child to be.

In this article we shall go more deeply into the subject of right thinking. We shall also consider the subjects of right breathing and right drinking.

We have already mentioned the seven steps involved in correct thinking. This was done in the last article, where we gave positive suggestions for ability development.

These seven things the mature mind must do, and do right, in order to reach the zenith of its power in thinking.

The greatest minds perform quickly these seven steps in correct thinking, the mental machinery being accurate and definite in its operations.

Of course, the trained mind may sometimes fail to form accurate judgments and may not evolve thoughts of the third and fourth degrees in all instances where it would be advisable to do so; still their average is 'way beyond that of the individual who does not give conscious attention to the careful drawing out, development or education of this phase of his mental life.

There is an old saying which tells us that "even Homer nods." Having learned the seven things the mind must do in order to think accurately, we must not busy ourselves with trying to find the mind that never nods, or the one that never trips in climbing its mental stairs.

Let us save ourselves from becoming over-critical by endeavoring daily to perfect the operations of our own thinking.

Please let the reader understand that we are not even attempting in this series of magazine articles to teach the science of thinking in its entirety.

All that I am attempting to do is to teach the application of a few of the truths involved in the science of thinking to the important matter of prenatal culture.

## The Complete Staircase of Thinking

As already indicated, the complete science of thinking as taught by Mr. Sheldon in his various courses makes plain the fact that there are seven distinct steps involved in what I shall designate as the complete staircase of thinking.

In this article, for reasons which I shall mention later, we shall content ourselves with taking the first four of the seven steps, but briefly mentioning the remaining three.

There are, then, seven steps involved in the complete process of the highest order of thinking. Let us liken these seven steps to a flight of stairs in which there are seven distinct steps.

## Sensation

The first step at the bottom is named sensation. You receive your sensations through the medium of your senses.

The chief of these are the five physical senses, and these are all that we shall consider here. These are, of course, the senses of sight, hearing, touch, taste and smell.

To think right in the sense of accurate thinking, we must begin by sensating right. To do this we must train our senses.

You desire your child to be alert, to be observing in all that term implies. To insure this you must become more and more alert or observing. You must cultivate accuracy of sight, hearing, touch, taste and smell.

In a word, you must train your senses through the nourishment and use of them. This habit formed in you becomes to a degree a part of the subconscious life of the child, and he is born with this tendency started in the right direction.

### Images

The second step in the stairway of thinking is called the image. An image is a mental picture resulting from sensations. Two or more sensations unite to make an image.

At the hour of birth the child's knowing power is limited to sensations. It does not even make mental images. Its little brain does not take any mental picture of objects.

For instance, if you move your hand back and forth before its eyes, its eyes will not follow the direction of the moving object.

However, as you repeat the process, the time will come when its little eyes will follow the movement of the object. Within a few days, the period differing somewhat with different children, the eyes will be seen to follow any object which is moving before them.

This means that the brain of the child, the center of the nervous system, has taken a mental picture of the object; and this mental picture in the science of thinking is called an image.

The point for you to consider as a mother teacher in this connection is this:

The richer your sensations, the richer and more complete will be your own images. Get the habit yourself before the child is born, and then the child will have a good start in the right direction. It will be easier for him to step more readily upon the second step in thinking, viz., the mental work of imaging.

And so, then, be careful to get rich images of desirable things you come in contact with. "Sense" them with as many of your senses as possible.

For instance, do not be content with the casual glance at the orange you eat for breakfast, as far as the one sense of sight is concerned. Look at it carefully. Come into a full realization of the beauty of its rich color.

Is it a smooth or a rough orange? Is it large or small? As you open it, examine its formation. Observe its cellular structure.

In many ways you can sense it more clearly through the sense of sight with careful and minute examination than without.

When you eat it, do that slowly enough to enable you to really get the benefit of your sensation of taste. Again, enjoy its fine odor.

Sense the trees accurately, if you are fortunate enough to be able to take your daily walks among them. Observe them carefully. Distinguish the difference between them in leaf, bark, color, height, size, etc. Sense them not alone with the sense of sight, but listen intently to "the voices of their swaying and bending of their branches in the wind." Note the difference in the taste of the inner bark of the basswood, the cherry, etc.

In a thousand and one ways the school of life is a great laboratory for the training of the senses, and hence for the making of clear, rich images.

But do I hear you say, "I have no time for these daily walks, and we do not have oranges for breakfast very often?"

I realize full well that many expectant mothers are denied many privileges which they should have, and some oftentimes which they could have. I realize, too, that many husbands cannot give their wives all the advantages they would like to give them; but, in spite of handicaps, necessary or otherwise, the expectant mother who looks upon the positive side of life and makes the most of her environment has it within her power to do much for her unborn babe in the matter which we are now discussing.

The making of a dress affords an excellent opportunity for the cultivation of the sense of touch and the sense of sight. The making of a cake, the tending of a garden, be it flower or vegetable—all these and many more of the so-called commonplace duties give opportunity for a splendid training of the different senses if we but proceed consciously and systematically in a positive, cheerful frame of mind to utilize the advantages which are ours.

### Concepts

The third step on the stairway of accurate thinking is the concept. A concept is an image named. Every word represents a concept. Your child will have mental

images of many things before it *knows* what they are. When it can *name* an object or a quality in an object or any attribute of an object, it has a concept.

It will have a mental image of an object, like its shoe, for a long time before it *knows* what the object is; but finally, after getting repeated sensations and images of the object "shoe," it can give it the name "shoe." It comes to know that objects of that general class are named "shoe."

When it can do this it has arrived at the third step in the stairway of thinking, the concept.

You, as mother-teacher of your child before it is born, should see to it that you get the habit of forming clear concepts in your own mind, and just as many of them as possible.

Just as images are made from sensations, so are concepts in turn made from images. To have clear concepts you must have clear images.

It is perfectly true that your child will never get definite concepts of things until he sensates and images them for himself.

But the point for you to consider is this:

As you proceed in the cultivation of the habit of clear concept making, you start that tendency in the subconscious life of the unborn babe. His climbing of the stairway of accurate thinking is then made easier. It will be relatively easy for him to gain a clear concept of things which you have vividly and clearly imaged.

#### Ideas

The fourth step in the stairway of accurate thinking is the idea. An idea is the union of two or more concepts.

Your child will be able to utter words before it is able to utter sentences. When it can utter words it is in the concept stage of its development in thinking. When it can unite words into sentences—in other words, couple concepts together—it has formed an idea.

As an illustration, the time will come when it can and will say, "The bird flies." It then has an idea about the bird.

It is possible to form a good many ideas about any given concept simply by uniting it with other concepts.

Practice in doing this. Do not stop with gaining a clear concept of a given thing

through clear imaging. Having a clear concept of a thing, practice in the forming of ideas about it. See how many ideas you can form with the same concept in it.

This compels concentrated mental effort, one of the greatest elements in successful and scientific thinking.

For instance, how many sentences of, say five words, can you write out with the word "bird" in the sentence, each making good sense? How many can you write out with the word "boy" in each? How many with the word "girl?" How many with the word "electricity?"

In other words, how many ideas can you form about any one of these concepts?

The foregoing are merely hints. You can prolong the list indefinitely. This habit in yourself will tend to reproduce itself in your child.

This step in thinking in the idea is the beginning of the real thought life of the child. Sensations, images and concepts are but the raw material out of which thoughts are made. You want your child to be a thoughtful child and to grow up to manhood or womanhood as a man or woman of good "ideas." You now see the real meaning of the terms "thoughtful" and "idea."

An idea is the mental result obtained from uniting two or more concepts, and an idea is a thought of the first degree.

#### Laws and Principles

There are other and higher degrees in thinking than the forming of thoughts of the first degree. From this point on one accurately compares two ideas and forms judgments, or thoughts of the second degree. And this constitutes the fifth step in the complete stairway of thinking.

Next he perceives relationships between many ideas or correct judgments and discovers a law, which is a thought of the third degree, and the sixth step involved in the stairway of thinking.

He then discovers the why back of the law and discovers a principle, which is the seventh and highest step in the stairway of thinking.

But let us not bother our minds about the science of thinking above this fourth step in the stairway, at this point. I shall revert to this subject and treat it more thor-

oughly from this point on when we come to the parental period of education.

#### Practical Hints to Mothers

I refrain from further discussion of the subject at this point for the following reasons: The readers of this series of articles will naturally fall into two classes—First, those who are already thorough students of the science of thinking; and, second, those whose advantages in the way of schooling, especially in such studies as the science of thinking, have been necessarily limited.

If you come in the first class mentioned, you do not need further instruction from me on how to form correct judgments, apprehend laws and perceive principles.

The only service that I can be to you as a sister mother teacher is to show you the direct application of the fundamental truths of the science of thinking to the problem of prenatal culture.

As a student of the science of thinking your regular studies will make the forming of accurate judgments, the perception of laws and principles much plainer than can possibly be accomplished in a magazine article.

If you are not a student of the science of thinking, then to attempt to take you further up the mental stairway at this time would only result in mental confusion and do more harm than good.

It is my desire to make each of these articles practical and useful. I feel that any mother, regardless of previous scholastic advantages, who is in real earnest, can master and apply these simple truths relative to correct sensating, imaging, concept making and the forming of many ideas around any given concept.

I feel that these tendencies made a habit with her will result in giving her child a much greater heritage than has the average child as he comes into the world, as far as being on the road to right thinking is concerned.

And so, then, mother teacher, if perchance you have not thus far delved deeply into the truths involved in the science of thinking, take your time for the mastery of it.

Do not permit your personal lack of technical knowledge of correct reasoning to annoy or worry you at all. The chances

are that you may be a good natural reasoner without the technical knowledge of how it is done.

And besides, if perchance you are the expectant mother of a babe to be, you have years of time before your growing child is to come to the reasoning stage of thinking. This in turn gives you years of time in which to study the science of thinking in all its details, and then in the parental period of your child's education you can help him much indeed.

Give him the right start now by a careful adherence to the truths in this article relative to the first four steps in the stairway to correct thinking. Start him with these tendencies as a part of his subconscious life, and the rest will follow; for even the grasping of a principle (a thought of the fourth degree) is rooted in sensations.

With the foregoing basic instruction on how to think right, let us now briefly consider the second fundamental law of Area development, breathe right.

#### Breathe Right

To breathe right, you must stand right. Stand erect. This is very important at any time. It is especially so at a time when you should have health for two.

You wish to have plenty of pure, rich blood. You must breathe deeply in the clear, fresh air. The fresh air is best when flooded with sunshine. Be not afraid of the spirit of avariciousness in this regard. It is your right to take to yourself a double portion of the great life-giver.

Old Sol has much to give; so be generous to yourself and breathe much and deeply of sun-filtered air. The fresh air will increase the oxygen and iron in your blood.

Breathe through the nose. The nose is especially equipped with a screen to sift irritating little particles from the air as it passes through the nose to your throat and lungs. The nose warms the air and makes its temperature such that it does not shock the already warm throat and lungs.

Breathe deeply, holding the shoulders back and down, the chest up. When you do this with an audible, positive suggestion for a strong body, glowing health, active circulation, good respiration, etc., you will feel courage, ambition, kindness and a host of other good mental states will be yours.

The more frequently you breathe correctly, the more vital will become the life principle within you.

Breathing in pure air cleans out the impurities of the body. Drink pure air often—and often and more often and most often. Keep out in the sunshine all you can.

When we breathe deeply we can feel our giant muscle, the diaphragm, flatten itself out to help us make room for a goodly draught of this soul and body drink.

When the draught has rejuvenated the cavity within us, the obliging diaphragm raises itself, lifts itself up into a dome. This muscle serves as a great force pump and all the impure air is pushed out. Then the flattening out goes on again and we have another intake of fresh air, and so on and on and on.

A little less each intake subtracts perceptibly from the yearly total of inner purification. If we breathe a full breath of life each intake, barring accident, we shall go far toward insuring that we shall live the full lifetime. If we breathe a half breath, half a lifetime.

You are breathing for two, mother teacher.

It is your privilege to secure for yourself as much of this breath as you will consciously breathe when awake. From the habit of breathing deeply when awake, you will form the habit of deep breathing while asleep.

Remember, this is even more important than the matter of diet.

#### Drink Right

Drink quantities of pure air and quantities of pure, cool water. Drink at least two quarts of water a day any time. Now, double the amount. Never drink ice-water if you can avoid it. Vary cool drink with warm water and a little salt one time, some milk and sugar another. Again, a small amount of lemon-juice and small quantity of sugar.

Drink after you brush your teeth. Drink between meals and before retiring. If you have been in the habit of drinking tea and coffee, leave them out of your menu altogether. You must be a slave to no condition or beverage now or at any time.

Do not permit your sense of taste to hold down the higher senses in you. Let your

higher senses evolved into thoughts of high degree hold control. If you lean on anything or anyone, you are not in full possession of your own selfhood, you are not standing erect, you are not breathing deeply, your stairway is getting cobwebby on the second step (judgment).

Avoid all false stimulants. Even peppermint taken as a stimulant, if counted indispensable, enslaves you to a degree. So do tea and coffee. Crave the natural stimulants—fresh air and pure water.

Here is a little verse found in school readers. The second verse is more recent and more definite in its advice:

If every mother's son and every father's daughter  
Would drink at least, till twenty-one,  
Nothing but cold water,  
And after that they might drink tea,  
But nothing any stronger,  
I think that you'll agree with me,  
They'll live a good deal longer.

This is a better model:

If every mother's son and every father's daughter  
Would learn to drink away from meals,  
Eat right food with laughter,  
Then after that they might be free  
To drink more water in between,  
For eat and drink will quarrel, you see,  
Disease will flourish all unseen.  
This is the truth to you from me.

#### How to Drink

So we have told you when to drink, what to drink, and now a word about how to drink. Do not surprise your stomach with frequent waterfalls. Such cold gulps are injurious and hinder the healthful activity of the digestive organs.

Watch a chicken drink. It takes a good mouthful; then slowly raises its head and emphasizes the swallow by looking up to heaven. It takes time to ask a blessing on each swallow. Watch the chickens when you can, for they always scratch, then look before they eat, too. "Drink like a chicken" is very homely advice. Our best life-lessons are often learned from lowliest sources.

Surely you will remember to drink right. Every other creature has clung to the drink good Mother Nature has provided for us. Let us be simple in dealing with the sense of taste. Let us be loyal to our Wise Parent who has selected our natural beverage and live simply that we may have time to improve the power of our thoughts.

We have now answered the five questions that the last part of the first triad in the law of the three threes asks of us: First, what to drink; second, when to drink; third, how much to drink; fourth, how to drink; fifth, what not to drink.

May you think right, breathe right, drink right.

May you thoroughly inculcate the truths of this triad by repetition until they become habits with you.

When you so think, so breathe, so drink, you will be one-third of the way to the systematic, scientific area development of your child.

Ideals are like stars: You will not succeed in touching them with your hand, but like the seafaring men on the desert of waters, you choose them as your guides, and following them, you reach your destiny.—*Carl Schurz*.

## Living in the Past

By MILTON BEJACH

EVERY once in a while the sage of East Aurora puts one right over the plate, speaking figuratively. This is not an advertisement for Elbert Hubbard, but justice to him demands that he be given credit for a sentence that deserves to be carved somewhere in enduring marble.

"No man is to be pitied except the one whose Future lies behind and whose Past is constantly in front of him."

The whole philosophy of life is summed up in those words. So long as a man has the courage to face one more day, so long will he be a factor in the race for material success. The man whose future lies behind is mocked by Fate, a plaything in the hands of gods and men. He whose past looms constantly in front of him, who lives in retrospect, has cheated the boatman of the Styx and encumbers the machinery of this world.

To live is to be up and doing today, not to be counting on the things that were, but to figure on the things that are and will be, not to say that today is not so good as yesterday, but to declare that tomorrow will be the best day the universe has ever seen.

And tomorrow is always a better day than today. We shall all be farther along the road, we shall all know more, feel more, approach a little closer the goal which is yet hidden.

The man acclaimed as successful never feels his spirits flag, never lacks the courage to face another day, *never looks backward except to profit by his experiences*.

The fleet-footed athletes of the cinder path know that when a man looks over his shoulder to see the path he has trodden he will soon be far behind.

In business, the man who lives in the past, whose methods are the same as those of his grandfather, never is counted a success. He may set the pace in his own community, but that will be because the rest of the community are made of the same stuff. They will be easy victims for a man whose life is lived today.

An historian is the only one who can succeed by living the past over again. And, if living in the present, he applies the things he has learned about the past, he will be doubly successful.

The salesman who employs the methods of the past is passing. The first of each year finds fewer opportunities for him and soon his consciousness will receive a jolt that will either set him in new paths or wipe him from the sight of man.

Your prospect, if he lives in the past, needs this sort of jolt. If grandfather's methods suit him, hand him one on his mental solar plexus, startle him with the thought of today, and you may get surprisingly quick action and his name on the dotted line long before you expected it would be placed there.

And lastly, let us forget the Past, let us always keep our faces toward the rising sun, the Future, and face with courage each new born day, so that until the end of our race we shall have striven valiantly and nobly and given the best that is in us to the cause in which we are enlisted.



### Arrest of the Thief of Time

THE wine of spring is in my veins," confessed Fussberg, after he had yawned, stretched, got up and walked to the window, and sighed two or three times.

Wiggins skillfully stifled a sigh of his own, looked over to where Ada Cricket was merrily thumping the keys, blushed a little, then scowled at Fussberg and returned to his figures.

That was enough for me. If old Wiggins could blush, Spring had come, whether the first robin had showed up or not. So I began to get ready for the trip.

What trip?

Now, look here, gentle reader, if you are going to belong to our set you will have to learn the ropes a little better than that. Don't you know that every time I start like this we always go somewhere? Well, then, you see I knew that it would end in our leaving the office for the day, so I closed my desk, put on my hat, and waited for developments.

"Going out, Art?" asked Fussberg, suspiciously.

For answer, I began putting on my gloves.

"Well," acknowledged Wiggins, keeping his face straight, "if we go, we ought to give Ada Cricket a half day off and take her along. She needs the outdoor air as much as we do."

"In the springtime, the young man's fancy—" started Fussberg.

"If you men want to give me a half day off," interrupted Ada, serenely, "I'll go over to Coronado and play some tennis, thank you, just the same."

It was clearly up to Wiggins. But he was having a hard time with his scalp-lock,

both hands, and a pair of feet, none of which seemed to stay put.

Socratic came to the rescue.

"Are you going to stand on the order of your going any longer, my spring beauties? And won't you wish Ada Cricket success in her tennis? Tell her you hope she'll win—all love sets."

### "Going to—Going to—Going to"

When we got out on the street, we tossed up a nickel, which decided for us that we were to tramp out to Lemon Grove and back. And on the way up Fifth street we picked up Shep Sutherland.

"I was going down to National City to look up a prospect," murmured Shep, uneasily, "but I guess a walk with you fellows will do me good."

"What's your line, now, Shep?" Dubheimer pried.

"Oh, I'm doing a little in real estate for Fish. Everything's awful quiet, though. Might as well tramp for the fun of it with you, as tramp around trying to do business the way things are now."

"Thought you intended to buy and sell fruit," goaded Fussberg.

"Well, I do," owned Shep, "but I have to establish an eastern connection first."

"Where are you going to ship? Kansas City or Chicago?" Dubheimer queried.

"Well, I haven't fully decided yet," hesitated Shep. "There are good points about both. I think I could open up advantageous relations in either. And I may decide to ship to both places."

"Of course it's none of my obstruction business," intoned Wiggins, "but I have done quite a bit of fruit brokerage in both Kansas City and Chicago, and I might be able to help you some. With whom are you in correspondence in these markets?"



"Well, to tell you the truth," moaned poor Shep, perspiring more than even our pace up the hill and the spring weather seemed to warrant, "I haven't written any-one yet, but I am going to in a day or two. I'd be much obliged if you would give me the names of some good people in those places—and any others you may happen to know."

Wiggins grinned at the rest of us a little appealingly, but, again, it was up to him, and we all helped him with our silence. So he had to do it.

"Well, frankly, Shep, if you haven't begun correspondence yet, I'm afraid it's a little too late for this season. By this time all the eastern brokers and buyers have their connections established out here. And, besides, the cream of the crops have been bought up long ago. If you want to get into the game next season, come around about three months earlier than this, and I will do what I can for you."

"Just my luck," whined Shep. "I was going to attend to that away back in December, but I had so much else to do all the time that I didn't get at it."

#### Pursuit of the "Thief" Begins

"You were going to buy fruit last year, too, weren't you, Shep?" Socratic wanted to know.

"Yes. I had the finest prospects in the world, and should have made a barrel of money, but I couldn't get around to it on account of my law studies."

"Have you finished your law course?" punctured Socratic.

"No, not yet, but I'm going to this summer. I haven't been able to do anything with it lately on account of this real estate business."

"Didn't you tell me that you would take the bar exam this spring if it took a leg?"

"Well, I believe I did say something of the kind, but I got a little behind, and it's too late now to make up what I lost, in time for the exams. I'll take it next fall, all right, though."

#### The Chase Grows Hot

"When do you expect to take up your studies again?"

"Oh, I can't tell. Sometime during the summer. There's plenty of time."

"Isn't that what you told me last fall, when you decided to take the exam this spring?"

"Is it?" I don't know but you're right. Well, time does fly, doesn't it? But I'm going to have stacks of time this summer, and I'll be ready for the fall exam, all right all right."

"Will you have plenty of time, Shep, if you never begin?"

"But I will begin, Socratic."

"When?"

"Well, just as soon as I can get at it?"

"Tonight?"

"Well, not so soon as all that, of course. There's no great rush. I thought I should go down to the Lyric tonight. They have some new pictures down there that I want to see."

"Tomorrow night then?"

"Why, what's all the rush, Socratic. I've got time to burn. No, I'm going over to Coronado with the boys tomorrow night."

"Do you usually go somewhere, with someone in the evening?"

"Yes—it's no fun sticking around home this weather."

"Think it will be any easier to stick around home during the summer, Shep?"

"No suppose not—but I'll have to do it in order to get ready for that bar exam."

#### Cornering the "Thief"

"Honest, now, Shep—look me in the eye, boy—how much have you accomplished since you left High School, eight years ago?"

"Not much, I'm afraid," sighed Shep, kicking up the dust. "But luck has been against me."

"How's that?"

"Well, somehow or other, nothing that I have started seems to have panned out very well."

"Have you ever really started anything?"

"Why sure. Lots of things."

"Sure you weren't always just 'going to' start?"

"Well, I did start my law course, anyhow?"

"How long ago?"

"Five years."

"How much time have you put into it in actual study?"

"Well, that's hard to say—I have been interrupted so much—perhaps a year in all."

"And how long is it supposed to take to finish the course?"

"Two years."

"And you expect to do a year's work between now and fall?"

"Oh, yes. I learn very rapidly when I get at it."

"But do you ever get at it, Shep? Honest, now. What has been your experience these last five years?"

"Well, I'll own up I don't get down to business as often as I ought to."

"And when you do get to work, do you stick to it?"

"Not very well, I'm afraid."

#### Getting the Handcuffs on the "Thief"

"Then what are you going to do about it?"

"Well, I suppose I'll have to get busy."

"Is that a brand new resolution for you?"

"Why, no, I guess not. In fact, to tell you the truth, it is one I make several times a day. But somehow or other I never seem to get action on it to amount to anything. I had never thought of it before, but I guess I'm almost helplessly a procrastinator. Ginkles! That's horrible! Is there any cure for it, Socratic?"

"If you went right home now, this minute, and got out your law books, and began to study, it would be cured for this afternoon, wouldn't it?"

"Yes, I suppose so."

"Well, you *could* do that, couldn't you?"

"Oh, yes, I could."

"And if, every time you felt that you ought to do a thing, you were to get action, then and there, and do it, you would cure that much more procrastination, wouldn't you?"

"Yes, but I couldn't always get action, then and there, as you say."

"Well, you could begin on the little things, the easy things, couldn't you?"

"Yes, I suppose I could."

"And the more often you did things on time, without procrastination, the stronger would become the habit of decision and despatch, wouldn't it?"

"Of course. That is the law of habit."

#### Getting an Incentive

"You got pretty instantaneous action last winter when you decided to jump into the bay and pull Pejor out of the water, didn't you?"

"Yes, but poor Pejor was drowning—would have gone down for the third time if I hadn't reached him just when I did."

"Then you can get quick and vigorous action when you have a strong incentive, I take it?"

"Looks that way."

"Well, then, it would pay you to get some powerful incentive, wouldn't it?"

"Yes—but how?"

"What is your purpose in life, Shep?"

"Why, to make good—be somebody—do something worth while."

"Make good at what? Be who? Do what that is worth while?"

"Well, I'll own I never thought the thing out very definitely. And I know I ought to, too. I must make my mind about those things very soon."

"Why not now?"

"Ginkles! That's the way to begin, all right. What would you advise me to do about it?"

"Well, do you want to be a lawyer?"

"Yes, that is why I am studying law."

"What particular branch of legal work do you think you would like the best?"

"Corporation law, I guess. Never thought much about it."

"Well, then, why not fix your purpose to become the attorney for the Stratton interests in this county when Deckings dies or retires? He'll do one or the other by the time you are ready to take the place?"

"Do you think I could?"

"You have the brains, haven't you, Shep, if you would only get action?"

"Yes, it is very easy for me to learn."

"And if you had that position in view, with all the financial, social, and political power that goes with it, you would have some incentive for action, wouldn't you?"

"Ginkles! You bet I would! And I'll do it, too."

**Persistence and Faith**

"Do you think you can if you drop back into the old ways occasionally?"

"No. I guess I'll have to make it very strong with myself not to permit any relapse."

"And do you think that you will do it if you get discouraged, and lose faith in yourself and the method you are using to cultivate your will?"

"That would be fatal, I guess. But you have made me see that the thing can be done, Socratic. And I'll keep it up, and keep believing in it."

"Think you may find it mighty hard, sometimes?"

"Suppose so. The old habit is mighty strong—I have been growing it so long."

"Then, when you feel that the ground is slipping a little under your feet, don't you

think it might help a little to talk to yourself—to command yourself to do the thing you know you ought to do?"

"I think that would be a mighty great help."

"Will you do it?"

"Yep."

"Going to get out those law books to-night?"

"Sure thing—and every night except Saturday and Sunday from now on until I'm admitted to the bar."

"You win," ended Socratic, taking an orange out of his pocket and opening the stem end of it.

"There is something for every one of us in that tidy little conversation," admitted Wiggins, striking his open palm with his fist and tightening his lean jaw.

Not in rewards, but in the strength to strive, the blessing lies.—*John Townsend Trowbridge.*

## Keep Your Grit

Hang on! Cling on! No matter what they say.  
Rush on! Sing on! Things will come your way.  
Sitting down and whining never helps a bit—  
Best way to get there is by keeping up your grit.

Don't give up hoping when the ship goes down,  
Grab a spar or something—just refuse to drown.  
Don't think you're dying just because you're hit,  
Smile in face of danger and hang on to your grit.

Folks die too easy—they sort of fade away;  
Make a little error, and give up in dismay.  
Kind of man that's needed is the man with ready wit,  
To laugh at pain and trouble and keep up his grit.

—*Selected.*

# Small Change for the Mental Cash Register : *minted* by W. A. Mackenzie, M. D.

The *now* in everything is pregnant with possibilities.

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Lies are wild onions in the success-field and may so reproduce their kind as to stamp out the golden wheat of developed possibilities.

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There may be "a fly in every ointment," but remember, the fly itself is usually overcome.

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Gossip is the green scum on the beautiful pool of femininity.

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There's a difference between placidity and stagnation. Witnesseth the deep, silent shady pool where the big fish lie as compared with the scum-covered hole in the old creek bed, reeking with miasma, caused by the brook's lost vitality. Be calm, young man, but never stationary!

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Worry not at reverses or disappointments—they only contrast the brighter things. Even the sun, personification of glory, has spots to vary the monotony.

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A fellow, wanting a job, dropped into my office for a recommendation and incidentally a loan to suitably equip him for acceptance of the place. I was almost persuaded until he spent half hour telling me of the various jobs he had tried and tied loose from—"because they were too hard." The fellow who *wants* a job can't see the work for his enthusiasm to accomplish better things. Any young man should quit a job for *lack of work* enough to let him properly develop—never because of extra effort demanded.

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It's easy to sell padded pantaloons to a youth as he lies face down across the maternal knee interviewing the possibilities of the hair-brush industry. But it takes a real salesman to, a few days later, sell the same youth a copy of the "Ethics of Good Con-

duct." Salesmanship creates a desire without waiting for events to give birth to it.

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Yes, great men *have* bilged with booze—have even orgied with opium. We can't deny DeQuincy. Still—no telling what the latter would have been sans deadly dope. Besides, few have big enough brains to survive the miasma.

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I once sold an infidel a copy of Talmage's "Shots at Sundry Targets," a work pregnant with religious fervor, because the buyer thought the pictures excellent take-offs on religion. By the time he read the book, I was far, far away. All of which, though it wasn't business building, goes to show that you'd better get a customer's viewpoint before digging deep into his vitals.

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An old negro "boot-legger" was finally caught and searched, only to find no "lightning-rod" on his person, and he cried gleefully: "Heah, but gone!" Some men search for opportunity and get the same answer.

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The fellow that can't hear the success waves beating on the shores of his own soul couldn't hear Opportunity if he used a megaphone.

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Leopardy is jeopardy. Leopardize your youth with vice and jeopardize the golden hue of old age's happiness.

The big "*I am*" boss generally gets the little "*I ams*" to work for him.

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System is the harmony of business music—chance and hurry, the rag-time.

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Impetuosity is enthusiasm with the low speed not working. Beware of the hills.

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An empty mind, like a vacuum cleaner, gets all the dust.

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On the tail of a trolley, while riding home in the gloom of a December eve, I heard a young man boasting to laughing

companions of how "he tapped his employer's till" and of "how many molls he had led astray." This youth, I'll wager, would call Carnegie a crook, a New Thoughter a crank, Frances E. Willard a dame, never dreamed of a subconscious—and in after years, will swear that Fate was "agin" him. And he wore the latest clothes, too. A smooth and pretty coat hath the reptile.

The truly great are never lonesome save in a crowd—only awed when alone with the subconscious self.

Beware of the fellow with the "easy-money-no-work" proposition. Remember—the race-track tout was always broke.

When you work—work; when you fish—fish. Don't spend all your working hours dreaming of the "ole fishin' hole," or all your vacation worrying about business.

You can't make a hair turn into a snake even if you do leave it in a bucket of water for three weeks; but you can, without specs, see the fangs and hear the rattle of a trader.

The best and only honest way to look for "suckers" is to use a mirror.

Pandora's box never let loose half as many devils as the lips of a liar.

I wonder if the apples Eve ate weren't those of false ambition.

I like to think of The Absolute as the epitome of Controlled Power and Kindly Reserve—not as an example of angry weakness, ready to land on struggling mortality with the sand-bag of punishment.

Don't use the sand of deceit as your foundation for business building.

Some men think they're outgrowing their positions when its only their heads outgrowing their derbies.

When you start a business letter with "I beg," you're liable to wait in vain for attention. Even the office boy knows enough to

admit no beggars within the old man's sanctum.

Don't knock. There's something wrong with even the finest machinery if there's a knock in its "innards." Criticism is fine—but it shows the better way. It's anabolism versus katabolism. Those words I had to get rid of and now feel better.

Failure is just the bitter rind of success. The chicken-hearted don't bite through the skin.

Mr. Employe, when you get smart with a customer, you're a thief! Hard words, but true, because you're stealing one of the bricks that the old man wants used in business building.

Some merchants are so "sot" in their ways that they can't see over the edges of the rut into which they've dropped. They can't see Progress with specs on and are as antiquated as the old farmer who "lowed he didn't need a room with a bath at the hotel kase he didn't expect to stay until Saturday."

The leaning tower of your mortal deeds is going to cast a shadow into the coming sphere by which the pattern of your opportunity there is to be cut.

In criticizing Dr. Cook, remember that he did come back. Then he went away again.

The young reptile who delights in bismirching the name of woman has, as a usual thing, never been very close to a real one since he lay across mother's knee.

Success frequently filters out of Life's tin cup through the pin-holes of wasted moments.

You can't always please everybody. I once gave some medicine to a young man. Next day he eloped and was married. His irate mother called me up and told me not to dare give any of the same to his brother, as he was her only support.

You may use a marked deck and think you're winning in Life's game, but old

Sheriff Compensation will grab you just across Infinity's state line if he doesn't get you in Mortality's territory.

In judging men, don't put too much stress on external appearances. Many a \$100 bill looks awfully dirty in life's battle.

Whittle your expenditures with the blade of foresight.

Put on your subconscious goggles and see the opportunities peering out at you from the pigeon-holes of the old desk.

The only place "Pull" is of value is in making candy, and here, as in seeking a job, it lessens the "stick-to-it-ive-ness."

I once superintended the making of sox. We employed convict labor. Prior to my regime, the "Hole"—prison place of punishment—was always full of workmen for failure to perform their tasks. Believing in non-resistance, intelligently applied, I established a little sliding scale of rewards, a merit system, which cost the company a few plugs of tobacco weekly, increased the output 100 per cent in four months, and I never had a man sent to the dungeon while I was employed by the firm. Moreover, every convict would fight for me. Sympathy (not maudlin), encouragement, sunshine and smiles accomplish wonders in the business game.

Every piece of work you do is a reflection of yourself. If it's poor, there's a loose cog in your economy. Tighten it up. Competition is swift in Life's race, pressure's high and a weak cog may wreck the whole machinery along the way.

Love of money may be the root of all evil, but the love of making money, cognizant of the good that you can do with it, is the root of most ambition.

The tailor whose advertisement of his beautiful Easter suits is headed: "Your Easter Dinner," is liable to soon be without any meals at all. Get the eye and attention grabber pertinent to your business gleaming in your head-line. A man can enjoy a good

dinner in a pair of overalls and isn't looking for clothes when he's thinking of roast dominecker.

Throw out the life-line if you see a brother sinking in Life's maelstrom. But don't let him hang to it the rest of his days. Teach him to swim and turn him loose again. If he's worth while, his initiative will float him all right.

A rotund and self-admiring medical lecturer teaches that a man with a floating tenth rib can't weather life's battle for success. Scientific bosh! With brains, a backbone, and a clean soul a man will succeed even if every rib rattles like a pea in a pod. Do you suppose that the Absolute unlocks the door of success with a key made of one measly little spare-rib?

Charon is much maligned, simply because those left behind can't see the palm trees across the river. I believe he's in for hand-shaking when he lands the unleashed souls on the green shores of Unlimitation, fragrant with Opportunity.

When the prodigal returns, it's all right to kill the fatted calf. But save the toughest piece of the hide to tan the seat of his Jack Rabbits if he hasn't learned enough while gone to hustle, after the festivities are over. If you can't get results after joyful tears shed—try the wood shed. Needn't get a new set of trousers if his old ones are a trifle porous. Get next to Nature.

The liver is often the switch which shoots the business man into the side-track of inactivity. Let Right Living be your Chief Despatcher and Wellville—beg pardon, Mr. Post—will hang a green lantern out for your business special.

A long ancestral tree often bears withered fruit. You can graft a pennyroyal lineage bush with the buds of integrity and energy, water it with perseverance, glint its foliage with the sunshine of confidence, and it will produce success apples even in post-oak soil.

The colored custodian of our culinary destinies calls herself the White Lily,

though she's as black as a shirker's success chances. If half the business men would look on the dark side of things thus optimistically failure couldn't find roots.

Whenever the incandescent of your ability will fit a 1,000-candle power socket and give adequate light for the room it takes, Nature will provide one for it. Too many

little Christmas-tree bulbs are flickering miserably on an arc-light circuit already—so increase your candle power.

Don't imitate—originate. Only the lesser planets shine by reflection.

Every time I see a frown I believe there are a million microbes born.

## The Intensive Life

By MILTON BEJACH

EVER since Nogi, Togo, and a few other slanteyed gentlemen of yellow hue applied the voltage where it would do the most good—or harm—to the Russians, we have been interested in the Japanese.

We have had Jap war scares so often that the yellowest managing editor of the yellowest newspaper in the country says, "Ditch it," when another is sighted.

We are convinced that the reason the Japanese made the Russians squirm and holler "enough," is because they were braver and better men and better led.

We now have a new light on the subject. We all know that "wars are won by the army that has the fullest belly," to quote Napoleon. The Japs had sufficient to eat, but so did the Russians. The thing that made for Japanese victory was the training each Jap had.

Here are some figures; think them over, and then we'll talk figures in this business.

Japan supports a population of 51,000,000 on an area of arable land that could be contained in a circle with a radius of 75 miles, which is considerably less than the distance from New York to Philadelphia.

There are farms that are called "worn out" in many New England and middle states, to say nothing of ranches in the west that would equal the whole of the tillable surface of the Japanese islands, merely because our scant skill and fickle patience are exhausted, and not because they do not contain under their hidebound sods the making of the food of millions. The teeming little farms of Japan were cropped a thousand years before the Pilgrims started to work.

Each Japanese who has had anything to do with agriculture has learned intensive farming.

Each Jap who has had military training has been trained intensively; that is, he has been taught how to eat, sleep, drink, shoot and to know the value of his bullets.

Some Frenchman who represented his country as a military spectator with the Japanese says the brown men count their shots in battle as coolly as they do at target practice. They make every shot count, and "the shots that hit are the shots that count," we are told by our most intensive statesman, Mr. Roosevelt.

In this business the sales that count are the ones that are closed, not the ones that will be closed next week or next month. Intensive work, combining the territory thoroughly, working every prospect and staying with him until the bell rings or there is absolutely no chance at that time, will make for high commissions, names in the High Roller Club and commendatory letters from your district manager and the sales manager.

There's a big lesson in the story of the Japanese. And I, for one, am not above learning from them.

We know what we are, but not what we may be.—*Shakespeare*.

Strength of character consists of two things—power of will and power of self-restraint. It requires two things, therefore, for its existence—strong feelings and strong command over them.—*Frederick W. Robertson*.



# Random Stories and Comments on Business and Advertising by Various Writers

## Paying for Unfavorable Attention

ON West Lexington Street there is a store that sells furs and suits. No firm name appears anywhere on the premises. A day or so ago a Sun representative noticed a very pretty fur coat in the window of this store. On the garment there was a sign like this:

**"REDUCED \$9.98"**

It was plainly to be seen that the fur coat so marked was a sensational bargain at that figure. Inquiry of one of the clerks inside the store, however, developed this remarkable statement: "Oh, no; \$9.98 isn't the price of the coat. It has been reduced \$9.98. The original price was \$29.98. We are selling it now for \$20."

Well, of all the tricky ways of doing business this is about the limit!

The Sun representative was not the only person inveigled into the store by this sign.

Dozens of women, attracted by the apparent cheapness of that coat, entered the store, only to learn that the sign was an outrageous deception. Once inside, it was found to be the policy of this store to show the disappointed inquirer something "just as good."

Steer clear, dear reader, of the deceptive advertiser. It is a pretty sure bet that the man who is afraid to put his name on his store has good reason for it.

The day when advertisements that deliberately falsify can get and hold business is past.

Today advertising is on a solid, sound, honest basis.

All of our big local advertisers stand back of their printed statements.

No man can build a successful business based on misrepresentation.

No merchant can get the confidence of the great buying public unless he is just as honest in his advertising as he is expected to be in his personal relations with his fellow-men.

## Timeliness in Advertising

By Jerome P. Fleishman

HERE is a little story from *Everybody's Magazine* showing how quick-wittedness proved a valuable advertising asset:

It happened in Topeka. Three clothing stores are on the same block. One morning the middle proprietor saw to the right of him a big sign—"Bankrupt Sale," and to the left—"Closing Out at Cost." Twenty minutes later there appeared over his own door, in large letters—"Main Entrance."

Another instance of timeliness: Last week the windows of the retail stores in this city blossomed with air-craft of every size and design, from the dainty Latham monoplane made of sweetmeats and displayed in the window of a confectionery establishment, to the almost life-size biplane with a set of metal propellers and an amazing spread of real canvas above the entrance to a prominent moving-picture parlor.

Everybody was interested in aviation, and our shrewd merchants took advantage of that interest and centered attention on their respective wares.

Aviation week is history. But people are still interested in *your* goods, Mr. Merchant. And you can direct their attention *your* way through the judicious use of newspaper advertising.

## Berger's New Catalog

By A. R. Wines

A NEW, thoroughly up-to-date catalog has been issued by the Berger Manufacturing Company, of Canton, Ohio. It deals with the products of that concern's steel office furniture department.

Besides being a typical example of high-class typographical art, it is clear, concise and succinct. It supersedes all previous editions of catalogs of this company's steel filing devices and office equipment. It contains a wealth of information and is a valuable reference guide to purchasers or prospective purchasers.

The new catalog shows many new and especially useful combinations, gives dimensions, etc. It well illustrates the progressive steps taken by the Berger company in the steel office furniture department.

### Publicity the Doctor of Some Corporation Ills

By E. H. Morse

**C**W. LEE told two hundred members of the Business Science Club of New York, at their monthly meeting Tuesday, January 10th, what publicity can do for public utility corporations.

During the course of his remarks he took occasion to criticise severely the Interborough Rapid Transit Company in its attitude toward the public. It was due to this, he believed, that the proposed subway extensions were not yet under way. If the Interborough had followed a policy of educational publicity, stating frankly in the newspapers what it proposed to do and accomplish, both for itself and the public, and had shown its sincerity by improving its service to the best of its ability, the subway extensions would now be under construction.

The greatest mistake made by most public utility corporations, Mr. Lee thought, is to wait until it is too late before calling in the doctor—the doctor in this case being a policy of publicity.

The corporations give too great heed to their lawyers, who naturally are the great-

est foes to corporate publicity, as they are accustomed to doing things in the dark.

He believes this idea is changing rapidly, however, as many public utility corporations are now taking the public into their confidence and with excellent results, both to the corporations and to the public. He cited the publicity work of the Consolidated Gas Company of this city as an example.

Frank W. Noxon, the secretary of the Railway Business Association, told the members of the club how his association is striving to bring about better days for the railroads and the business world in general by means of publicity. The aim of the association is to give aid to their salesmen by helping their customers, the railroads. One way of accomplishing this is to have an eye open to the various matters of legislation that are constantly coming up throughout the country. The association seeks to get the aid of the investor, a highly important factor in the situation.

The members of the association have reason to believe, Mr. Noxon said, that the attitude of the public toward the railroads is changing, due to slow realization that the laws relative to railroad matters and those proposed have not been the work of the more substantial part of the public. The association believes, however, in sane legislation, the idea of its members being that new conditions require changes in the laws. What the association desires is to see these changes brought about with the least amount of suffering.

**T**HE wisdom touching negotiation or business hath not been hitherto collected into writing, to the great derogation of learning, \* \* \* but for the wisdom of business, wherein man's life is most conversant, there be no books of it, except some few scattered advertisements, that have no proportion to the magnitude of this subject.—*Francis Bacon.*

# The True Economic Status of Business and Monopoly : *by* Charles H. Ingersoll

**I**F MONOPOLY is a beneficent thing, reasoning broadly, it should be equally good for business and for the people at large. If, however, as is generally contended and conceded, monopoly is opposed to the common interest, I venture the proposition that it is also and in equal extent opposed to business interest.

Monopoly is distinctly in favor of "special interests," business and otherwise. A (real) statesman bases all his propositions upon the common interest as against that of the few or favored. So it seems clear to me that the analogy in "business statesmanship" must be clearly established and adhered to.

## Business Democracy

What concerns us as business students and business men is, in the business field, exactly what should concern the politician in the civic field, namely, "the greatest good to the greatest number," and every other democratic proposition.

In other words, I am considering business in the terms and from the standpoints of democracy.

If you believe in democracy, you should readily accept the idea of "business democracy." If you believe in aristocracy or plutocracy, you naturally won't be interested in what I shall say about business in relation to economics—nor probably anything else.

You may say the analogy is imaginary; that politics may involve morality and ethics, but business is business; that running business with a political compass, no matter how correct in the abstract, is, at least, unscientific.

But to this I will reply that although my argument may seem to savor of idealism, it is meant to be purely from the standpoint of business as such, cold-blooded and selfish, if you please.

The only qualification to this statement is that the subject be considered broadly, from the standpoint of *all* business, and not from that of any cult or class.

Every maladjustment in society has, I think, a prototype in business, and needs the same general treatment.

Concentration of business in vast units reflects the vast unspendable fortunes in individual hands, and carries with it the obverse picture of small and middle class enterprises wiped out and the masses of people becoming pauperized.

## Business and Monopoly Distinct and Antagonistic

Every unhealthy sign exhibited by the people produces a reflection in industry and in business.

"A nation half slave and half free" applies forcibly to the business department of society.

The "dog eat dog" phase of business is only economic from the narrow standpoint of the big dog.

An outcry against poverty is not necessarily a plea for ignorance and shiftlessness, but rather for fair conditions for intelligence and thrift.

A protest against concentration in business is not a plea for mediocrity, but rather for conditions that will give the small business man a fair chance.

Nor is it a protest against capital, but against monopoly.

Nor against brains legitimately used, but against an abnormal return to those who are able by use of wit and cleverness to obtain unfair advantage.

It is quite the mode nowadays for the business man, especially the little fellow, to rise in defense of monopoly, using handily the many specious arguments that stand between exploitation and an outraged people.

But I believe business has nothing in common with monopoly, and should not hold its brief.

Business is the victim of monopoly, just as the masses of the people are, and should make common cause with the people for its extermination.

If business is business, monopoly is exploitation, and works just as effectively against business as against the people.

Lest we forget, the premise of this series of talks is that good business is good economics, and, therefore, that the ultimate business man must know and live up to economic truth.

### **Business Progressing Toward Democracy**

This won't be tomorrow; there's no hurry; but I am sure this is the trend; that progress is visible, and that I have stated the goal.

To reiterate in another form:

Business is trying to understand its own economics, and develop efficiency, and is succeeding at least measurably; but it does not recognize in any definite way the more abstract laws to which it necessarily is subject.

If a policy seems profitable, it is followed though it obviously violates an economic law.

Conservatism of the kind that would waive apparent profits in favor of an economically correct course is not practised.

In fact, it is presumed that economics and business are incompatible; that the former is ethics and the latter money-making, and that they don't hitch.

A good "economist" is considered a poor business man, and especially a poor money-getter, because standing between "love and duty."

But to all this I protest that this order of things is steadily changing, and as worldly conditions are improving, business is getting more in harmony with economics.

The first step in this process—highly developed production—is already taken; the final step we have just begun seriously to think about—that is, distribution of the product.

And as this wonderful process is perfected, business will see its relation to economics unfold.

### **How Monopoly Hurts the Monopolist and Others**

Now, all this sounds like preaching: "Be good and you will be happy;" "Honesty is the best policy," etc., so we will come to earth and see if we can make good with a few examples that will seem "practical."

Suppose you make corn shellers. You go to Washington and get fifty per cent pro-

tection, double your price and profits and make a "pile" in a few years.

But suppose in this process you "run down at the heel" as a real business man; being "protected," you don't need to look after yourself, your designs, your plant; have you gained? Suppose you grow to a trust and drive out all the other makers. Have *they* gained? Suppose you have contributed to a general condition of "high cost of living" poverty, unemployment, which after years reacts on *you*. Have you gained?

So, would it not have been more profitable, in an average way, to stick to the economic law of freedom and no special privileges?

Better to have remained a business man than enter the realm of subsidy?

Now, business is a great sufferer from undue taxation; in fact, nearly all taxation is upon industry; your plant, your store, your stock, your debts, your home, all are taxed to your detriment, and discouragement. But, as a business man, you may cherish speculation in practically untaxed vacant real estate.

A course in economics might cost you some monopolistic gains, as you would advocate transferring the tax from business to land monopoly—but the average would be a big gain to your business interests.

Your present business interests might tell you to invest in your local street car company—a combination of business and monopoly paying twenty per cent.

Applied economics would confiscate the franchise and with it fourteen per cent of your dividends, and hold you to six per cent, but unless you were a professional monopolist, and, therefore, not a business man, you would recoup this loss in various ways in improved business and civic conditions.

You may "own" a water power which economic conversation laws disturb; but you will, if your business interests are at all varied, get ample compensation under the new order.

A lowering tariff *may* put you out of business if yours is a purely hot-house industry, but the chances are it will simply compel you to lower prices and per cent profits, improve your methods, double your volume and make you into a business man.

And so on through the gamut of monopolistic business enterprises; reducing them to their elements and eliminating the monopoly will prove an incalculable gain to the business.

#### The Attitude of the Professional Economist

And how about the other fellows—"the rest of us"—who haven't any of these "special privileges?" We who make up ninety per cent of the citizenship and business world?

*We* have nothing to lose and everything to gain, under a full enforcement of economic law.

And are you so sure you are among the privileged ten per cent? Or are you taking some "economist's" word for it?

I think I have intimated that every proposition of exploitation has the sanction of some school of political economy.

There are gentlemen filling chairs in subsidized colleges, who have proved that the very existence of the people of our country is due to the protective tariff.

How easy, then, to make every business man a partner and partisan of monopoly, instead of its relentless foe, as he should be.

I here call the business student's attention to a type of business man which, though I believe it is on the wane, is still too large in numbers and influence.

Largely due to environment, he is the most useless of citizens; while considering himself the most practical, he lives in a fool's paradise; always shying at visions or ideals, he is the victim of ingrown practicality; so afraid of theories that he struggles under the handicap of none.

Pulled hither and yon by financial, commercial and social influences, he represents an approximate vacuum of convictions; attuned only to immediate business considerations, he ceases to be an agent in any others; and in business he is narrow as a matter of course.

The spirit of graft, "honest" and otherwise, dominates him, and makes him a defender of systematic depredation; his moral courage is a shadow; he is toothless; expediency is his god; principle is known only in its rudiments.

The great monopolists and exploiters do not, in themselves, present a big problem.

They would, from top-heaviness, oppression and avarice, overreach themselves, and yield to the force of a healthy public opinion focused upon an economic system that would displace them.

#### Where the Inertia Is

The *big* problem is the middle class, the "bourgeoise" both of citizens and merchants who constitute the bulwark of the monopolist and especially the system that feeds him. Withdraw this support and he falls.

This middle class, made up of the near-wise, near-aristocratic and near-rich, is the real stumbling block of progress in every field, commercial and otherwise.

And in this stratum is found the average business man; fighting the battles of the system that is benevolently assimilating him and crucifying the democracy that would save him.

We may some day look back on an assortment of notions and false ideas, under which business has staggered, and wonder how it has survived the burden.

We are now seeing the dawning intelligence on such subjects as advertising, salesmanship, organization, efficiency, etc., all of which argues both the great importance of, and the great deficiency in, economic viewpoint.

And this same scrutiny also gives definite promise of development.

#### The End In View

I am not pessimistic as to the capability of the business men to develop. He has shown this ability in many ways by doubling his efficiency many times in a decade.

It is simply a question of will he go on and develop the co-operative spirit; make sure of his relations to the rest of the world; master public questions; get rid of his fetiches; get in the attitude of being willing to make small immediate sacrifices, to large eventual gains; also small personal sacrifices to great general gains; see himself as one of "us" and not merely as an individual?

Now, let's see whither our talk is drifting.

First, as I see it, not to any new religion or code of ethics, nor even new science—even if it be that of economics; but, I hope.

to a realization of the many truths our lips have been taught to repeat, but which have never been fitted to our lives, commercial, social, and private.

I have been asked to show my credentials, qualifying me to teach the hallowed subject of economics, and I frankly say I have none, unless possibly a democratic viewpoint may save me.

"Hand-me-down" economics, unfortunately, do not, in detail at least, apply to our problem. We must make and often revise our working creed from the principles shown us by such great philosophers as Mill, Smith, Dove, George, Jefferson and Lincoln.

I do not take this to be a denial of authority, or of the importance of study, but a position we have found necessary to progress in other familiar fields, such as organization, salesmanship, etc.

I don't think there is any economic formula; it is in the making, just as sales and mechanical efficiency are.

Beyond a few vital principles that are as much ethical and moral as economic, I don't think there is much to be drawn from "authorities."

The idea that economics is a dogma or creed is as much a damaging and foolish notion as that efficiency, morals or religion are.

If we can adopt the statement of democracy as our guide, personally and in business, it only remains to fill in the details, which process is mainly a composite work, always going on.

#### What Democracy in Business Would Accomplish

But if we cannot agree that business is a system of vast interdependency; that its measure of success must be applied to *all* and not merely to the high spots, and to *all times*, and not merely to boom periods; that any advantage given to an individual or business *must* be at the expense of all others, and is therefore uneconomic and unprofitable; if we cannot get together on this basis we must continue to war with each other, under which conditions the monopolists—the fortunate ones—will continue to thrive from the little we as a whole will make over a bare living.

A study of democratic economics will enable you to separate business from monopoly and to analyze each and their relation to each other; to see that to the contrary of monopoly being inseparable from and beneficial to business, it is distinct from business and fatal to its interests.

And economics will also eventually prove to monopolists that their "business" is a mere obsession and unnecessary either to their peace of mind or material welfare.

The new and better economic order will not merely improve the condition of the common people and common business man, but it will make monopolists harmonious with the whole.

### Fate

By Jessie L. Bronson

**D**O YOU at times feel yourself in the grasp of some force—unseen, powerful, majestic, beyond resistance or control? "Fate," you say. What is fate?

An unalterable dictum of Deity before which we must bow, cowed and submissive?

"The stars in their courses fought against Sisera," and they fight against (or for) us. Cosmic forces, far-reaching as the ethers, cleft us from the quarry of destiny, and heredity and environment are the workmen than have shaped us.

Where, then, does the human will come in?

We are not playthings of Fate.

Unconscious human choice determines the inscriptions we bear; and *conscious* human choice can modify the influence of heredity and environment.

The mind of man is the positive pole of fate; heredity and environment constitute the negative pole.

Man is first the maker of fate, then its tool.

Man first makes himself, then looks in the mirror of life, finds the image not good, tries again.

Life is a wheel within a wheel *ad infinitum*.

Undeveloped man can control the small things of his life; conscious development increases his power; and who shall say that developed man—individualized god-head—is not master of his fate?

# The Fundamental Economics of City Building : *by* George M. Woodward

*A Paper Read Before the Regular Meeting of the Houston Real Estate Exchange*

**I**N ANY paper of this kind which deals with political economy one runs great risk of making statements with which deeper students, and especially advocates of certain theories concerning systems of economy may take exception. This is not intended as a scientific thesis to provoke discussion, but rather as the statement of a few business propositions to stimulate thought to help in building Houston.

Home building and business building are two of the big problems of the twentieth century. They are very similar, have many points in common and are merged in the problem of city building, where they are found in their most intense degree.

In a city, as in any business enterprise, the question is, "Which way is the balance of trade?" "Is the income in excess of all expenses?" "Are we able to pay for every necessity, including the living of all our (city) family, our improvements, etc., and have a surplus?"

## **The Two Classes in the Business Family**

In every business enterprise the proprietor who carefully figures "cost" clearly recognizes two classes in his (business) family: those on the producing side and those on the expense side.

Those on the producing side include those who turn raw material into finished product and those who exchange the finished product for outside money.

Those on the expense side facilitate and supplement the work and increase the capacity of the producers. Their work is of secondary importance; the need for their activity is dependent upon the activity of the producer.

The constant problem in any business is to increase the number of the producers as compared to the others. Only in this way can the proper balance be maintained, the right progress made, and the cash reserve properly increased.

The economics of city building present the same conditions and problems. Indeed, the problem is an even graver one in city building, in that its success or failure means success or failure to many of its business institutions. And yet no one man or set of men are responsible for it to a degree that they can control conditions underlying it or have authority to administer remedies for the conditions.

Under present day conditions any city which expects to live, must exchange services and goods for outside money—foreign capital—or its equivalent. Under the present complex system of living and doing business every city imports extensively to supply the necessities, conveniences, comforts and luxuries to its citizens.

It is impossible for its citizens, by swapping dollars, goods or services, with each other, to produce the money to take the place of what is sent out to get the products, goods with which to house, clothe, feed and entertain its citizens.

This means, of course, that money or property of equal value must be exported to pay for these imports.

## **Men and Money the Building Material**

Just to the extent that money is exported, without corresponding imports of money to take its place, will a city's cash reserve be depleted, its credit contracted and its volume of business shrink. And when its business shrinks—with some striking exceptions—the lines of business and citizens which to the least extent exchange services or goods for outside capital are the first to feel the shrinkage.

Money, or its equivalent, must be brought in. When a community is dealing with the problem of city building it is virtually working to increase its stream of money imports. And each loyal, progressive citizen, when squarely and honestly confronting the question of his duty in rela-



tion thereto, asks himself what he is doing to bring money into the community, and to what extent he is profiting by such work that others are doing.

The matter of imports is of the utmost importance. Vitally essential are the imports of men and money.

Before products can be exported to bring in money, money or credit must be brought in to till the soil or develop other natural resources with which to produce the products for export.

Before money comes in, men must come and be shown the possibilities of producing money-making crops or other products whose exportation will bring in more outside money.

Of course, to a greater or less extent, every loyal, progressive citizen is, directly or indirectly, influencing men to come and see Houston's possibilities. But that alone would never build a city, even here where nature has made the building of a city so comparatively easy.

#### Bringing in the Men

It is necessary that some one should make a business of bringing men here. And it is being done by the railroads, immigration agents and land men. And because it is the business out of which they make their living, some men, offhand, without thinking it through, say: "Let the railroads and land men do the advertising of the city. It is their business."

And cheerfully and generously are the land men doing their full share. One of them estimates that last year those in Houston put over two hundred thousand dollars into advertising the Houston district, and bringing here men and money. Of the money a goodly share went into the pockets and bank accounts of the men from whom the newcomers bought property. From the balance, much was used to develop our resources, to increase our cash reserve and to help the business in our city.

One land firm alone says that, in addition to all the money they have caused to be paid to local property owners by out of town investors, they have brought here between two hundred and fifty and three hundred families who are tilling the soil, making a good living and net profits of

from several hundred to eight to ten thousand dollars a year each. With these profits they are making improvements which add to the district's wealth, attractiveness and evidence of prosperity, which in turn is a strong factor in inducing other desirables to join them in adding to the district's property and cash.

The land men "go the limit" in investing money to bring men and money into the district.

#### Farms and Manufacturers

Another class of men whose business puts them in the city boosting class are the men who, as owners or brokers, deal in city real estate.

If active sellers of property, not holders of it, they put in much of their time selling property at a price which keeps up or increases the price—thus adding to the assets of the city and increasing its credit, so long as buyers can be found. They rank high among a city's builders—men who do things for the benefit of the city.

Another class of men whose business directly adds to a city's cash reserve are the tillers of the soil, already referred to. Their skill, labor and cash capital coax from the earth agricultural and horticultural products which help feed a city, and to a greater or less extent, furnish exports with which to bring in outside money. (By way of parenthesis, we might suggest that were the right man or men to solicit the farmers of the Houston district they would doubtless contribute liberally to the advertising fund, which will bring them more neighbors and farm hands, and thus more rapidly increase the value of their lands.)

Another class of men who add largely to a city's money imports are the local manufacturers, particularly those who create values by turning local raw materials into valuable finished products and those whose products bring in money from great distances. Their business helps build a city, as is evidenced by the universal effort live cities are making to increase the dinner bucket army—to bring in and keep in circulation the money which keeps local business good, credit high and general financial conditions healthy.

The manufacturers in doing business are also constantly advertising the city.

It is also good business for them to help set a healthy pace in subscribing to the city's advertising campaign. The better and further a city is known the wider the field for its products.

Probably next in line in city building are the jobbers, particularly those who assist in the marketing of local products—those whose facilities and skill render the community valuable service in the variety and value of goods handled and whose activities bring visitors, buyers and money from an extensive territory. For the jobber, too, it is good business to help populate and develop his city and district. It increases the possibilities of the field he can profitably serve.

#### The Part of the Retailer

The retailer! What part does he play in city building? In varying degrees he renders his fellow citizens real service in the variety, quality and value of goods he offers for their inspection and purchase. Being accessible, and having as customers hosts of persons who think him under obligation because they trade with him, he is constantly urged to subscribe to all manner of public and *quasi* public funds. And he finds it good business to do his full share, particularly when the fund is one which is of interest and benefit to a high percentage of his fellow citizens and where he and his line of business will get advertising out of his subscription, as is the case in the advertising fund campaign. The greater the number who pass his store the better his business—in proportion as he discharges the duty he owes himself and his city in making his store a good ad in itself.

There is another class of men who are often known personally to a comparatively small circle, but who are a most important factor in city building—the owners of valuable pieces of property and often, by far, the largest beneficiaries of city building. They may have inherited, or for a long time owned, stores on Broadway, Main street or Fifth avenue—property whose value, due to the growth of the city, has put them in the wealthy class. Or they, by accident or even by wise foresight, may

have acquired a large ranch which lay right across the path of the city's choice residence district. To become millionaires all they have had to do has been to provide their own living and the taxes on their property. The city has done the rest, or rather her progressive men, have done the work which helped the city make Mr. Large Property Owner's holdings valuable. Such men, when really honest with their own best selves, acknowledge the debt they owe the city for making good their judgment and resolve to deal generously with it. And well, indeed, can they afford it.

### An Old Salesman's Soliloquy

By H. C. McLaughlin

*Sales Manager, Account Register & Loose Leaf Co., Ltd., Ottawa, Ont.*

NOT long ago, I was present during a sale by a successful scientific salesman, a magnificent transaction, fit almost for a model.

"And as I gazed upon this work of rare and nameless merit, I thought about the greatest salesmen of modern times. I could see them create curiosity, attention, interest, and desire, escape from the siege of objections, and retake the situations by the force of their genius. I could see them seize the opportunity, and mingle the sales of the present with the sales of the past.

"Then with sample cases grasped firmly, advancing again alone into the mighty field of strife and conflict, I thought of all the years, of all the study, and of all the work that had been expended preparing for these great transactions, and of the satisfactions, great satisfactions, in conquering the situations.

"And then I said to myself, that I would rather have been of these neat, courteous, ambitious salesmen, with their personality, training, loyalty, and science; I would rather be of these men with their happy ways, live unnoticed, and unknown, and go down into the tongueless silence, of the dreamless dust, than to have ruled among the crowned heads who have conquered Europe with blood and tears."

When you have an elephant on hand, and he wants to run away, better let him run.—*Abraham Lincoln.*

# The Essential Qualities and Rewards of Salesmanship : by T. H. Bailey Whipple

Lecture Given at Westinghouse Club,  
Wilkinsburg, Pa., August 12, 1910

**S**UCCESSFUL and *honest* salesmanship is the mental power that enables the solicitor to persuade a relatively high percentage of buyers approached to purchase the product offered for sale at a reasonable profit to the seller and commensurate satisfaction and benefit to the purchaser.

Competition is now so keen and price and quality of competing products among the leading staples are so rapidly approaching a plane of closely approximate quality, owing to modern evolution of commerce, that greater skill is now necessary to the accomplishment of success in salesmanship than at any previous era in the long history of business.

## The Divisions of the Subject

In considering the question of the adoption of the vocation of salesmanship as a profession the sane plan would be to give due consideration to the following:

*First*, the essentials of success; *second*, the rewards of success.

The essentials of success in salesmanship are, in my opinion:

*First*—The salesman's correct mental attitude toward the vocation of salesmanship.

*Second*—The character of the salesman's knowledge of the products he offers for sale and of competitive products; this knowledge to be coupled with the one imperative requirement, which must always allay itself with every other element of the high art of selling, viz., gentility of bearing and conduct and another equally imperative quality—*health*.

*Third*—The utility of such knowledge of your own and competitive products. This includes

The power of commercial analysis;

The power of demonstration.

This means not merely the power of argumentation and logic, but the persuasive power that clinches the sale.

In effectiveness relating to closing the sale, conviction is not always synonymous with

persuasion. By strong argument you may carry conviction to the mind of a prospect, but by insufficient tact you may fail to transform this conviction of your desert into that persuasive tractability that will cause this worthiness to be duly honored by the signing of the desired order.

A high order of knowledge of one's products, accompanied by the high art of presenting this knowledge, may be termed the efficiency of utilization.

*Fourth*—Industry. This quality to be constant, systematized and directed with intelligence and zeal. Success depends not so much upon the "genius of inspiration" as upon "the genius of perspiration."

*Fifth*—Confidence. This strong quality based upon the merits of your proposal, as a whole; the character of your company and its products; reasonableness of your prices and terms; consciousness of your worthiness as a salesman. "This is confidence without conceit."

*Sixth*—The quality of respectfulness; an agreeable disposition, permitting an alignment with your company's policy and successful co-operation, both with associate employes and your customers; also fairness to your competitors when it is necessary or advisable to mention them or their products.

## Exceptional Qualities not Necessary

It will be noted that in these essential elements of success in salesmanship, based upon rational expectations, I have omitted (and purposely) the higher characteristics and qualities of:

Initiative

Intuition

Tact

Diplomacy

Memory

Imagination

Great Charm of Manner

Rare Judgment

Exceptional Knowledge of Human Nature.

These omissions are due to my belief that success, within the limitations of the average salesman, is due almost wholly to "the talent for hard work," and the efficacy of earnestness and sincerity, associated with kindness, fair-mindedness and patience, and also to my belief that the sales problem must, to a very large extent, deal with *mediocrity* and its refinement.

To employ and modify an idea of Lincoln's—God must have loved the mediocre, else he would not have made so many of us. At any rate, mediocrity and its utility play a prominent part in the economy of commerce, and its higher refinement will increase commercial efficiency and will prove the chief measure by which trade supremacy will be achieved and maintained.

#### Education Spells Success

From the foregoing it is patent that I firmly believe that the salesman can be educated, moulded, or to use a shop expression can be manufactured from raw material of reasonable suitability and that belief of almost universal acceptance, to the effect that "The Salesman is born, not made," is largely erroneous and unfortunately misleading and discouraging.

A "born salesman" with equal training *may* reach a higher success and a quicker success and that is all. This "bornness" often entails so many "infirmities of genius" as to greatly modify its value.

In the game of salesmanship, as it is beginning to be played today, "bornness" untrained, cannot compete with highly trained mediocrity. This is especially true in the sale of products requiring engineering and technical knowledge.

Before discussing the second division of this subject, namely the rewards of success in the field of salesmanship, let us consider more fully the foregoing essentials of success.

#### The High Profession of Salesmanship

The *prime* essential we designated as the salesman's correct mental attitude toward the profession of salesmanship.

This is the age of commerce.

The commercial idea is the dominant idea of the age in which we live. This idea is supreme in the hearts and minds of all civilized races and it is especially so respect-

ing our own nation. We are said to be "money-mad," but is this absorbing zeal really madness? Is it not possible that this passionate ardor in the pursuit of material wealth—this commercial earnestness; this business enthusiasm, may prove, in the ultimate solution, to be a divine evolution on a par with, if not superior to, those eras of human development when Art and Literature and Religion so dominantly engrossed intelligent human attention?

Commerce, in its present supreme dominancy, has made education itself its chief servitor. This majestic servant will eventually rebel and righteously usurp the command, thus reversing the order of things and giving to the product of commerce, wealth and productiveness, the potent agency of undreamed-of humanizing power.

Weak humanity, in its blind greed, cannot defeat the beneficent and eternal purpose of Almighty God.

Vast accumulations of wealth, centered in individual control, are necessary for vast scientific research and the alleviation of human ills.

The incomprehensible wealth of John D. Rockefeller will yet, through divine purpose not dreamed of by its author during the time of its accumulation, be made to serve humanity splendidly. This idea could be expanded by analysis and imagination to proportions largely beyond the appropriate application at this time, hence I will only dwell upon it long enough to endeavor to impress upon you the dignity and importance of the profession of salesmanship.

The Reverend Charles Wagner, in his wonderful essay upon the "Simple Life," prefaces his work by a few remarks upon our present complex existence.

Modern taste multiplies our needs and to quote from Dr. Wagner, "As an inevitable consequence of the law that needs are increased by their satisfaction, *the more goods a man has, the more he wants.*"

This thought accounts for the commercialism that marks our age and about which we have been commenting in this discourse. Now, granting the statement that commercialism dominates the minds and hearts of our people, what plays a greater part in commerce and its resultant competition than salesmanship?

Away back in the middle of the last century, when we held no important place in the world's commerce, in the quietude of a New England village, the Sage of Concord wrote the essay on "Representative Men." He spoke of

Plato, the Philosopher;  
Swedenborg, the Mystic;  
Montaigne, the Skeptic;  
Napoleon, the Man of the World;  
Shakespeare, the Poet;  
Goethe, the Scholar.

Then he says: "When nature removes a great man, people explore the horizon for a successor, but none comes and none will. His class is extinguished with him. In some other and quite different field the next man will appear. Not Jefferson, not Franklin, but now a great salesman," etc.

Emerson did not fail to recognize the eminence of our vocation. We laugh at the agricultural methods of the South American and other people less advanced than ourselves, and yet their methods of plowing the soil are not more ancient and inefficient than some of our methods of selling our manufactured products.

#### Place of Salesmanship in Evolution

Advancement upon one line does not necessarily mean advancement upon others, and the most important things of life are often the longest neglected.

Read Spencer on "Education." For how long a time have we been educating our children upon lines of the greatest utility? What is the highest function and the gravest responsibility of life? Is it not motherhood? And how many girls are educated to this responsibility?

Mr. Frank Taylor, the brilliant ex-vice president of the Westinghouse Electric & Manufacturing Company, in a certain issue of the *Electric Journal* voices his opinion of the dignity of salesmanship. He places it as the crowning accomplishment of well developed business ability.

As previously stated, while art and literature and religion have done much for humanity, commerce is now playing its great part in the evolution of higher civilization.

We cannot successfully separate the material welfare of mankind from the æsthetic, intellectual and moral. Until commerce evolves beyond the sphere of competition

in trade, salesmanship will count for even more than genius in invention or skill in manufacture, finance and accounting.

The feature of distribution is the one of greatest importance. The individual industry today that is embraced within the zone of competitive industries will quickly perish unless sustained by the support of salesmanship in one or more of its varieties, direct or indirect.

#### What Successful Salesmanship Means

Successful salesmanship means correct theory put into successful practice. It means the welding of self-reliance to up-to-date co-operative methods.

It means the conversion of capacity into ability.

It means facing with courage life's conditions, as they are, and adapting one's self advantageously to such conditions.

It means the proper adjustment of self into the machinery of commerce and human affairs.

It means adaptability, resourcefulness, courage, patience, fortitude, quick perception, optimism and enthusiasm. It means, in its higher sense, skillful and harmonious execution upon the keyboard of human nature.

It means the harmonics of the evolution of commerce.

The profession is dignified enough and its highest exactions are universal enough to challenge the admiration, interest and genius of the greatest intellects of the age. If you feel yourself above it or if you are actuated in its adoption solely by mercenary considerations, you had better turn back now and devote your time and talents to some other pursuit.

While with the qualified salesman there is no uncertainty concerning average results within certain time limits, yet the inherent nature of the vocation spells uncertainty as to immediate or specific results. The profession thus incorporates the elements of speculation, sport, and fight, all of which excite interest and are a perpetual stimulus to one who loves the game.

We are built upon certain lines of taste and aptitude and while sheer intellect and perseverance can overcome many of Nature's handicaps, it is best, when choosing

a life profession, not to put square pegs into round holes.

The man endowed with a superabundance of nervous energy and balancing qualities, will make the most successful salesman and the man of phlegmatic temperament had better turn his attention to some calling where pronounced personality, energy and magnetism do not count for so much.

This question of the candidate salesman's attitude toward the proposed profession could be indefinitely expanded, but we have said enough to indicate that it is the cornerstone in the foundation of the salesmanship structure.

### Knowing the Goods

The second essential of success in salesmanship, as mentioned in the foregoing, is: The character of the salesman's knowledge of the products offered for sale by his company; also knowledge of competitive products, etc.

We are now entering the realms of *practicality* and are moving away from mere theoretical consideration.

Sales' application of knowledge should follow the acquirement of the broad fundamental principles and distinguishing characteristics of the articles offered for sale.

Too many so-called salesmen get too much of their business education in the "University of Hard Knocks." The profession would be more respected if the trade had not so often been the victim upon which the ignorant novitiate practiced.

It is commercially criminal for any company to provide its salesmen with expense money, railroad time tables, catalogues, price books, and practically no other qualifications, except vulgar and brazen "nerve," and inflict these trade "ambassadors" upon a long-suffering commercial public.

Considering all that is involved, no feature of human existence affords a more pronounced phase of unnecessary and unaccountable folly than this almost universal practice of commercial indifference and extravagance.

Business men are supposed to be the very sanest of human beings, priding themselves upon their sound judgment and exacting value for every heavy expenditure. And yet they delegate their very fortunes, prosperity and reputations to the performance

of salesmen more scantily prepared for the trusteeship than is the average barber for the practice of his trade.

The very best instruction is *self-instruction*, and if your heart is in this work, you will dig out the necessary information, and truths, by a higher degree of appropriation, individualize it and make it your own.

The first division of this paper was entitled the essentials of success in salesmanship. We have now reached the third subdivision of this subject, the utilization of knowledge in the sphere of salesmanship.

### Why Salesmen Fail

While the "intake" of the average salesman is not the highest, his "output" is but a trifle of what is necessary for any success beyond the ordinary.

Years of close observation convince me that most salesmen proceed upon a haphazard basis, acquiring but little knowledge of their business that cannot be acquired by unconscious absorption and giving even less attention to the refinements of their methods of presentation of their limited knowledge to the prospect. The same indifference applied to any other profession or even trade would inevitably spell failure.

It is no wonder that statistics prove that only five per cent of those entering the ranks of salesmanship succeed.

In one great company, of which I have knowledge, it is said that only one per cent of those tried out achieve success enough to warrant their retention in the service of the company.

In the face of severe competition success does not come easy, even when the equipment is of the highest. It is strange that greater stress is not laid by both employers and salesmen upon the necessity of thorough preparation for sales work.

This question of being satisfied with the minimum, of not trying to do one's work to a finish, of not constantly endeavoring to be a one hundred point salesman, accounts for the many failures and the low average of success.

It is said that incompetency costs the City of Chicago one million dollars a day.

John Wanamaker says that incompetency costs his company twenty-five thousand dollars a day.

The high percentage of inefficiency is not due to lack of capacity, but to indifference; to mental laziness.

#### Conservation and Use of Human Efficiency

We hear a great deal about the waste of our natural resources, due to the wanton destruction of our forests, causing decreased rainfall and consequent unproductiveness of the soil; the washing away of rich soil, billions of tons of it annually. Our national extravagance and criminal wastefulness in this and many other respects are a matter of wonderment to European nations. And yet these great and unnecessary losses are a mere bagatelle compared to the appalling waste of brain power of which we are guilty.

If we could find some means of creating a conservation and utilization of our waste brain power for a period of five years, we should change the map of humanity.

I make the statement, without fear of successful refutation, that the average salesman, in the treatment of his profession, vegetates and does but little thinking aside from the mechanical or automatic kind.

If salesmanship were treated as seriously as other professions, the cost of the exploitation of merchandise would be more than halved and salaries more than doubled.

The purpose of this educational movement should be:

*First*, to do all within our power, during business hours and *leisure hours*, to acquire a thorough knowledge of the theory, characteristics and application of Westinghouse and competing apparatus.

*Second*, to continue this study assiduously as long as we are engaged in the sale of apparatus.

*Third*, to consider daily the possibility of improvement in the art of presenting our advantages to the trade.

*Fourth*, to study daily better methods of enlisting attention of the prospective customer.

*Fifth*, to study daily better methods of maintaining and increasing the satisfaction of users of our apparatus.

*Sixth*, to consider daily the questions of better means of increasing the productiveness of our respective territories.

Ordinary comprehension of a subject is often mistaken for the power to marshal one's forces and clearly explain the subject to another.

#### Make Your Talk Convincing and Persuasive

Read a section in our Data Book and note the readiness with which you understand its meaning.

After having done this, pick up your pen and try to reproduce, even in substance, all of what you have read, and see how difficult and even impossible it is to do so.

"If you want to know a subject, write a book about it."

Every salesman should write out his sales talk upon each article of sale, and then revise it often enough to insure the introduction into it of the most logical arrangement of the subject and its most convincing presentation, selecting the very best language that he can command. He should then familiarize himself with his own production and cultivate the most impressive and effective delivery.

Personality is a tremendous factor in salesmanship—it can be cultivated and intensified.

Personality, commanding personality, precedes the attraction of favorable attention; attention precedes the creation of interest; interest precedes the rousing of desire; desire precedes the forcing of conviction and decision, and decision precedes the act of purchase. Hence the prime necessity of drawing favorable attention to yourself and your style, in order to center interest upon what you have to offer for sale.

#### The Art of Expression

Hero worship is universal and is a phase of the law of evolution.

One who possesses high skill in any direction will find appreciation of his talent quite generous and almost universal. Success so often hinges upon this one feature—this question not of knowledge, solely, but of its refinement and skillful presentation, that it is strange that such utility is treated with so much indifference.

Two men of equal mental ability adopt the stage as a profession—each plays *Hamlet* and each is upon a par with the other respecting the correct comprehension of



Shakespeare's master creation. Yet one greatly surpasses the other in the genius of impersonation, in elocutionary power and refinement of interpretation. On account of this difference alone, one is an actor of ordinary reputation, while the other is an acknowledged star of great popularity.

The art of expression is a very rare accomplishment, but one that any person of education can develop to a high degree.

No accomplishment counts for more in salesmanship success than does the power of terse and lucid expression. While thought precedes expression, yet expression by a peculiar phase of reverse action stimulates, clarifies and strengthens thought—the very embellishment of one idea by concise and pleasing expression will serve to generate other ideas.

To quote from Edgar A. Russell, the author of "Ethics and Principles of Salesmanship":

"The deeper the knowledge, the broader the culture, the keener the reasoning faculties, the stronger will be the power of Expression."

Also: "We may lay down the proposition that knowledge lacks potentiality unless it is accompanied by the power of expression."

The best self-training I ever gave myself was in writing circular letters, editing catalogues of supply houses and writing out my best arguments setting forth the advantages of Westinghouse lamps over competing products, and of preparing convention papers.

#### **The Conquering Power of Persistent Industry**

In studying to develop expression we stimulate imagination, strengthen logic and expansiveness, attain greater confidence and poise, thus creating and assembling all these faculties, the combined exercise of which carries conviction.

We can afford systematically and continually to study to increase our knowledge and to refine our art of conveying it to others.

It is said that Balzac, one of the most prolific writers and a genius ranking with Shakespeare and Goethe, has spent as much as a week upon a single page of his writings.

Elbert Hubbard states the following facts:

Noah Webster spent thirty-six years of continuous work producing his dictionary. Cyrus Field crossed the ocean fifty times to lay a single cable. Turner made thirty thousand drawings before he achieved his "Slave Ship" and immortality.

Gibbon worked twenty-six years on his "Decline and Fall of the Roman Empire."

Stephenson put in seventeen consecutive years perfecting his locomotive.

Napoleon Bonaparte worked nineteen hours a day and Thomas A. Edison eighteen hours a day for many years of their lives. No matter how great your genius, high success means hard digging and everlasting digging.

Strive to "do it better"—better than your competitors, better than your associates and above all, better than *you* ever did before, and your reasonable success is assured in advance.

Why?

Because such an overwhelming percentage of your competitors will not make the same effort, hence your success from a comparative standpoint is inevitable.

The grandest purpose that could enter your heart would be to keep in constant competition with *your* highest previous success.

Your modern business leader—the man in Class A—is the average man, concentrated and consecrated. The employee who does not concentrate on his work, and consecrate himself to his work, will forever remain in Class B. And no matter how big his brain, how clever his mind, how great his educational advantages, half-hearted effort and a habit of knocking on his employer and "the house" will surely put him on the toboggan.

When you get a job don't start in using the house's stationery trying to get a better job. Just try to make good where you are, for that is the only way you can ever get into Class A. Ask the first Big Boy you meet if I am right.—*Hubbard*.

All forces make us suffer till we conquer them. Then they become our willing and obedient servants. When we work with certitude instead of hope, we always arrive at positive results.—*Charles Newcomb*.

# "Gas" Advertisements : by Dr. A. W. Mac-Kensie, of the Lloyd Chemical Company

**B**EWARE of the gas man" is a fitting caution, both in paying erratic meter-concocted bills and in advertising. Too many ads fairly bulge with gas and weigh about a dram on the idea scale. Analyzed in the business crucible, they give negative results if tested for common sense.

Know your subject, tell what you know, squeeze out the gas and give a good ad nine times out of ten. Many a writer who ought to be inflating dirigibles for trans-Atlantic trips will make his ad seethe and sizzle and so hide the pith that a two-inch auger couldn't find it.

Speaking of gas reminds me of a trust company's advertising effort which appeared the other day, headed "A Gas Stove." Then it went on to say that the latter was an excellent article for baking biscuits, but poor as a depository for the festive dollar. I opine that the fellow eagerly looking for a trust company wouldn't have been paralyzed with enthusiasm by the black heading "A Gas Stove," and the woman who was searching for kitchen equipment would have kicked at the lost time spent scanning a financial ad. T'was poor publicity for both industries mentioned.

When you strike a puller, fondle it, love it, keep it and, for the love of all that's advertising—*tinker not*.

If your gray matter gas-tank gets to sizzling with ideas, if your love of change and tinkering fans itself into white heat, write forty new ebullitions, then put them in safe deposit until they're needed. Let the old puller alone as long as there's vim, vigor and "vip" there. One word may make or mar a money-getter.

I once sweat-wriggled out of my gray matter an ad headed essentially "Hope for Dyspeptics." She grabbed the suffering by the necks, put a pencil in their hands, pulled their pocketbooks wide open and, for a new scheme, paid out in three months.

Then the "gas-man" at the advertising agency that handled the firm's business felt his tank top-heavy and suggested a change, just for the sake of having a finger in the

pie. His sparkling advice, wrung from the cortex of his self-confidence, was to make the heading "Hope for Weak Stomachs."

Have you ever formed a clear, mental picture of an animate stomach fixed up in golfing apparel, happy as Billy Taft, with enough reason to hope or despair?

I'll grant the solar plexus is the abdominal brain, friend Elizabeth Towne, but *never* the stomach. It's too busy most of the time digesting foolish words for the advertising "gas man." The amusing thing about the occurrence was that the treatment was for chronic dyspepsia and *not* for weak stomachs. Many of the latter, you know, are simply the impish pranks of "the morning after the night before."

I knew one of the best fellows in the world—likeable, successful, bright, who had chronic "gasitis" in the worst form. He was at the head of a big business, capable in his sphere, erratic out of it. His ad man would sizzle his gray cells evolving "just right" ads and logical follow-up, get them set up and then tear his advertising hair to see the man higher up shoot a wad of idea gas into the proposition and spoil the whole reasoning continuity.

No harm meant—simply too much tinker in the idea tank.

A clothing merchant advertised himself as "\$10 and \$15 Pete," gave the real stuff at these prices and succeeded, because his ads sparkled with reason and his goods with value.

A rival on a near-by street, taking advantage of his similar cognomen, began to advertise that *he* was the original \$10 and \$15 Pete. Both became involved in a squabble, forgot values, advertising, everything but venom, and filled the papers with gaseous ads about each other and proof as to the original Peter.

Now, the people cared little who first throttled this euphonious title, became tired of inhaling the fumes from the gas-ads, forgot the old value giving, and both Petes failed. Wind is all right for the business

kite, but the tail must be of honest values and the air must be warm with reason.

A machinery firm heads its ad "Two Grand Prizes and Five Gold Medals." If you're looking for pumps, you're not looking for prizes or other honorable adornment. Awards are all right as arguments, but an argument is not an attention grabber. Let your honors come in the bosom of the ad if you will—don't let the gas rise to the top, even if that is Nature's way. "Prize Pumps" would be about as near as you ought to let your honors creep into your head lines. Good air pumps could be applied to this particular ad with advantage.

A foundry and machine company seemingly attracts the patrons of the palmists and astrologers by the fortune-telling caption "Your Lucky Day."

It's all right to gas about luck, but the fellow whose machine is stopped because of broken belting and idleness is eating the profits, hasn't time to be ballooning, and will likely see a machinery ad which in bold headlines announces the intent. "Pulleys, Belting and Foundry Supplies" contains no

laughing gas, but grabs the man who is in need.

"Eighty-five North Second Street" is the gaseous headline which has floated from the brain of the adsmith to grace his efforts in showing that a certain iron works, mentioned in small letters at the bottom of the ad, has moved to that number. A real estate man might be attracted, thinking a sky-scraper is being contemplated, but who, needing iron, would be startled into action by such a legend?

Make your ad a salesman. Let the headline interest the people who need your ware, the secondary heading kindle the smoldering desire, the body reason and illumine, and the closing clinch.

We repeat—know your line, enthuse about it, let that enthusiasm kindle in your gray matter an idea, strip that idea of the superfluous, season it with reason and originality, prune the sprouts of verbosity, squeeze out the gas and try out your finished product as an ad. If it fails—don't be discouraged, it may be a keystone in the arch of success and only needs more masonry; if it succeeds, hide the tools lest you tinker.

## How to Test Advertising

By JEROME P. FLEISHMAN

THE man who doubts the power of advertising belongs in the same class with the man who refuses to believe that the world is round simply because he can't get off somewhere at a distance and see its roundness for himself.

The merchant who fears to attempt advertising because he figures it as an "expense" is blind to his own interests. I personally know several men who, because they once tried advertising to the extent of a cheaply printed hand-bill and didn't find it necessary next morning to call on the police to keep the crowds of eager buyers from swamping their store, loudly and solemnly aver that "advertising doesn't pay."

Advertising *does* pay.

The most successful merchants are the merchants who believe most thoroughly in advertising and who practice their belief.

But advertising, in order to pay, has got to be *intelligent* advertising.

The day of hashed-over superlatives—"best goods," "lowest prices," "best stock in town," "greatest bargains ever heard of," and so on—has passed.

People have learned to distinguish the *truthful* advertiser from the blatant behind-the-times storekeeper who believes that, so long as *he* claims to have the best goods on earth, or under the earth, or within wireless distance of the earth, people will break their necks trying to get to his counters in the forefront of the crowd.

Put some *brains* into your advertising.

Don't let the office boy write your announcements in between his other duties.

Don't doubt the business-getting and business-building power of intelligent and informative publicity—and you will find that advertising *does* pay.

# James A. Farrell, New Head of Steel Corporation, a Master Salesman and Manager

*From "Holland," the New York Correspondent of the Philadelphia Public Ledger*

**I**N THE choice of James A. Farrell as the successor of William E. Corey as president of the United States Steel Corporation are to be discovered commercial reasons which may become of vital consequence in the international trade of the United States.

One of the most striking features of our international commerce for the year 1910 was the rapid advance in the export of manufactured products as distinguished from the necessities of life, like food and cotton. When the official figures are published it will probably be learned that the money value of these manufactured exports was approximately equal to, or even exceeded, the money value of our exports of food and cotton.

Ten years ago a prediction that by the year 1910 the United States would have matched its exports of food products and cotton by its manufactured exports would have been spoken of as a reckless prediction. Yet today some very important factors have made this phenomenon possible.

It was of course to be expected that in part high prices and in part greatly increased demands at home for food products, would compel a reduction of our exports of these commodities. But it was not expected that what we have lost in this commerce could be made good by the increase in our export of manufactured commodities.

In this new export record the energy and peculiar ability as a great salesman which Mr. Farrell has revealed is one of the most important factors.

A. T. Stewart used to say that much higher ability is necessary for the marketing of commodities than for the manufacture of them or for the financing of a great business undertaking.

The United States is beginning to educate young men who have natural ability for becoming pre-eminently great salesmen. The older generation educated themselves.

In no feature of his later career has John W. Gates shown himself superior to the ability he revealed as a master salesman in his younger days.

It was one of the ablest of American salesmen, William Clark, who overmatched the brilliant salesmen of Great Britain at the time the Australian government was to award the contract for the equipment of its great arsenal. Mr. Clark made the sale.

In South America some of the ablest of our salesmen are now busily occupied pursuing their vocation with all the patience, subtlety and persuasion which characterize the ablest diplomats.

## Mr. Farrell's Capacity

It has been as a masterly salesman and as a teacher and director of subordinate salesmen that Mr. Farrell has demonstrated his pre-eminent capacity to the executive authorities of the United States Steel Corporation.

To be a salesman of this kind entails profound knowledge of the markets of the world, of the politics prevailing in various nations, and of the personalities in authority in those nations. This knowledge is at Mr. Farrell's instant command.

There is probably in New York today no one in business life who has at his tongue's end knowledge so far-reaching and accurate of commercial, industrial and political conditions in other nations as that which Mr. Farrell possesses.

How many more furnaces and plants of the United States Steel Corporation would have been shut down or put upon half time than was the case last year had it not been for Mr. Farrell's successful approach to the foreign markets, the officers of this corporation may be able to tell. How much of our exports of manufactured products to foreign nations represents products of the United States Steel Corporation, the books of that corporation may show.

It is known, however, in a general way, that no small part of last year's exports of manufactured products represents the selling ability of Mr. Farrell and his subordinates in the foreign market.

#### The World's Market

President Farrell has long supported the view, taken at least twenty years ago by Abram S. Hewitt, almost the world's greatest authority, during his life, upon iron and steel production, that with our great natural resources in iron ore and coal, together with the utilization of high-grade labor-saving machinery, and the payment of such wages to skilled artisans as will secure the greatest efficiency, the United States should be the leader of the world in the manufac-

ture and marketing of steel and iron products. That time has now arrived.

The Steel Corporation is reaching out for world markets and it may be that if we continue to lessen our exports of food products, and not greatly to gain in our exports of raw cotton, we must rely upon increased exports of manufactured products if we are fairly well to sustain the equilibrium in our foreign commerce.

It must be assumed that by the election of Mr. Farrell as president of the Steel Corporation that company gives notice to the world that it expects, or at least hopes, to secure constantly increasing influence in the world's great markets. This is the real significance of his election.

## Each Day Begins a New Life

By C. FIRST JOHNSON

**E**VERY day is a fresh beginning. You are, as it were, just beginning your life. You should set the pace for life's achievements with assurance as to results. But when the day, with its fresh beginning comes, all yesterdays should be yesterdays, with which you have nothing to do. You are quite certain that the way you used the opportunities of yesterday has determined for you your today.

If you have made blunders, and in many ways lost time heretofore, how are you to profit by dragging such memories over into the new day?

You should enter the door of each new day with a clean slate and a clear mind. No matter how poorly you may have done your work before, there must be a new start made.

The precious hours lost have gone, never to return. All of your possibilities for the past are buried with these lost hours forever. But look within, and you will find there are better days, more precious hours, and greater opportunities coming your way now than any you missed in the past.

Be alive, then, and cheer up. Begin with the first moment of the day to render the *service that counts*. This will put you in harmony with *power*; and being so conjoined, you will not allow one moment to slip away without results.

Seek to turn your face always toward the light and you begin to realize and express good cheer, which, in my opinion, is the rock-bottom quality to those who would succeed.

Let us forget the things that are behind us and look forward with hope to the future, pregnant not only with opportunities, but with such opportunities we can know and understand and use. Thus we will be setting our faces in the right direction. All of our efforts then will be lighted with the spirit of *good cheer and assurance*. To approach every duty cheerfully will make your lives so sunny that your fellows will rejoice to come in contact with you and help you on your upward march in rendering the *service that counts*.

Remember, this question of good cheer expunges from our memory all unpleasantness, all mistakes, and brings us in harmony with the law that keeps our faces in the right direction. To set one's face in the right direction, and then simply to travel on, will in time bring him into the realization of the highest and most fruitful life that can even be conceived of. Then, with the poet, let us sing:

Every day is a fresh beginning.

Listen, my soul, to the glad refrain,

And, spite of old sorrow and older sinning,

And puzzles forecasted, and possible pain,

Take heart with the day and begin again.

MOTTO: *Start Right and Keep Going.*



## The PHILOSOPHER AMONG HIS BOOKS

*A great number of such as were professional expressors of beauty, as painters, poets, musicians, and actors, have been more than others wont to lead a life of pleasure and indulgence; all but the few who received the true nectar; and, as it was a spurious mode of obtaining freedom, and emancipation not into the heavens, but into the freedom of baser places, they were punished for that advantage they won, by a dissipation and deterioration. But never can any advantage be taken of nature by a trick. The spirit of the world, the great, calm presence of the Creator, comes not forth to the sorceries of opium or wine. The sublime vision comes to the pure and simple soul in a clean and chaste body. That is not an inspiration which we owe to narcotics, but some counterfeited excitement and fury. Milton says, that the lyric poet may drink wine and live generously, but the epic poet, he who shall sing of the gods, and their descent into man, must drink water out of a wooden bowl.—Emerson.*

**HEROES OF INSURGENCY—By Thomas Dreier.**  
*Human Life Publishing Company, Boston, Massachusetts.*

Here are just plain, unvarnished, simple accounts of the lives and services, up to the present, of eight men now largely before the public eye: Robert M. LaFollette, Albert Baird Cummins, George William Norris, Joseph Little Bristow, Johnathan Prentiss Dolliver, Albert J. Beveridge, Victor Murdock and Miles Poin-dexter. Of course, the style is Dreieresque—short, everyday words, brief, snappy sentences—with a delicate dash of Irish good-humor in it, and, here and there, a flash of Celtic wit. And so he tells the stories of these “heroes” just as he would if he had you across the table from him over the coffee cups—without bombast, without pretension, without any attempt to gloss over defect or idealize virtues—just the plain facts entertainingly told.

These men are “heroes.” I am not here concerned with the right or wrong, the expediency or the in expediency of the fight they are making. When I write these reviews I have no political beliefs. But I have been mightily interested in the personalities of these men as Thomas Dreier has made them live in my consciousness. Mighty keen insight into human character, has Dreier. And a very handy way of giving his readers the benefit of it.

Weighing these eight men as men, I was impressed with the fact that every one of them began life in comparative poverty and won his education mostly, if not entirely, by his own efforts and gained recognition and position upon his own merits. Not by the “sheer ability,” we sometimes hear mouthed about, but by ability,

plus reliability, plus endurance, plus action. Same old quartet, but it is everywhere and every time a winner.

**THE PHANTOM OF THE OPERA—By Gaston Leroux.** *Illustrated in full color by André Castaigne. 12mo, cloth, The Bobbs-Merrill Company, Indianapolis.*

This story seems easily the best that Gaston Leroux has written, of a far higher type of imagination than that displayed in “The Mystery of the Yellow Room.” It is a most extraordinary, clever, fantastic tale—original in idea and masterly in treatment.

Clough, in his amusing poem on Columbus, exclaims: “How in the world did Columbus get over?” In like manner the reader of “The Phantom of the Opera” wonders how in the world the author ever thought of it.

The notion of an opera ghost is surely unique, and just as surely it is fascinating.

But this is not a “ghost story” in the ordinary sense of the word. It is that, but it is much more, for while all of the several persons, through whose eyes one successively views the scenes of the story, believe the mysterious happenings that alternately amuse and shock them to be due to an apparition, the reader before long is let clearly into the secret that they are really the work of a human being. Thus the plot possesses double powers of enthrallment; it plays upon the reader's imagination with a fine case of creeps, and at the same time it evokes a deeper human interest in the fate of the several persons prominent in it. We do not know of another story which attempts this dual role of mystery maker

and human drama, or at any rate that so expertly achieves both.

From the very beginning one feels that there is in one's hands something out of the usual. The setting and background immediately claim attention for themselves. It seems scarcely less than a stroke of genius to choose for the home of the "ghost" the gay, elaborate, brilliant Paris Opera House, with its seventeen stories and its thronging array of famous singers, ballet dancers, scene shifters, mechanics of all sorts, its scrub women, box-keepers and ancient door shutters.

Charmed with the boldness, the simplicity and the artistic felicity of this foundation stroke, the reader is speedily captivated by the events of the story, by the actual operations of the ghost. In plan the author avails himself of the first-hand services of several persons whom he permits to speak successively as eye-witnesses of the comedy or tragedy of the hour.

The plot itself is frankly fantastic, but the magic with which it is put before us, the unflinching skill with which the illusion is established and maintained, make it for all the reasonable purposes of story-telling sufficiently credible. Humor, tragedy, love, adventure, all contribute to its undeniable success.

Altogether one feels that the author has lifted his story far above the level of the usual literary tale. His people, the workmanship of the plot, and, it should be added, his writing, are good enough for the most serious work of fiction. The writing is vivacious throughout. Finally, the dramatic suspense is perfectly maintained. "The Phantom of the Opera" is nothing less than a new sensation.

OUR NATIONAL GOVERNMENT; OR LIFE AND SCENES IN OUR NATIONAL CAPITAL. PORTRAYING THE WONDERFUL OPERATIONS IN ALL THE GREAT DEPARTMENTS, AND DESCRIBING EVERY IMPORTANT FUNCTION OF OUR LAW MAKING BODIES, INCLUDING ITS HISTORICAL, EXECUTIVE, ADMINISTRATIVE, DEPARTMENTAL, ARTISTIC AND SOCIAL FEATURES. WITH SKETCHES OF THE PRESIDENTS AND THEIR WIVES, AND OF ALL THE FAMOUS WOMEN WHO HAVE REIGNED IN THE WHITE HOUSE FROM WASHINGTON'S TO TAFT'S ADMINISTRATION. Edited by Mrs. John A. Logan. H. L. Baldwin Company, Minneapolis, Minnesota.

If you want to know your Washington, inside and out, here is as good a way as any to get at the bright side. Mrs. Logan writes entertainingly, and with an intimate knowledge that makes her work unusually readable. The title of the work gives a fairly complete outline of the subject matter, all of which is interesting and much of which is important to any good citizen or business man. We are all stockholders in the great corporation known as the United States of America, and we all have to pay considerable money every year to its support, receiving in return a good many services—some valuable and some not so valuable. We have turned over to this corporation the sole management of some of our most important affairs, business, social and

personal, and we ought to know something about how the work is done. The book is beautifully printed and illustrated, and handsomely bound in full morocco.

HUMAN CHEMICALS—By Thomas Dreier. *The Backbone Society, Aurora, Illinois.*

This entertaining and instructive writer is well known to the readers of THE BUSINESS PHILOSOPHER. Those who have even fair memories will also remember the article which now appears in book form under the same title it bore when it was published in THE BUSINESS PHILOSOPHER for January, 1910. The article created considerable interest at the time it appeared, and was widely read by executives and others who have to handle and associate with men.

The little book now issued points the way to successful and harmonious mixing of human chemicals, whether the chemist himself be one of the ingredients or not. But it only points the way. Mr. Dreier doesn't pretend to be a character analyst, nor to teach the science of character analysis, or any part of it, in his book. But a reading of the bright little monograph will convince any executive that he does need to make a thorough study and careful application of the science.

250 MEATLESS MENUS AND RECIPES TO MEET THE REQUIREMENTS OF PEOPLE UNDER THE VARYING CONDITIONS OF AGE, CLIMATE, AND WORK—Written and Published by Eugene Christian and Mollie Griswold Christian. New York, 1910.

Before saying anything about this book let me say that Eugene and Mollie Christian are mighty fine folks, earnestly and bravely working for the development of a better, happier, more healthy, and more efficient race. They have made a prolonged study of diet and the effects of foods and food combinations upon the human system, and have done a great deal of good for diseased and poisoned humanity. Whether they have discovered the only rational and wholesome diet or not, I am not prepared to say. Whether a meatless diet is wholesome for every individual under all conditions, I am equally unprepared to say. But I do say that every man and woman should give all matters of personal hygiene careful study and determine what methods are best to keep his own physical machine running at highest efficiency far beyond the traditional three score and ten or four score years.

In this book, it is the purpose of the authors to educate the housewife and mother in the selection and preparation of food that, in the writers' opinion, will give the highest degree of efficiency, at all seasons of the year, in the form of energy and health, and to secure these results with the greatest economy and the least amount of labor.

In addition to the menus and recipes, the book contains much valuable instruction for the building up of health, beauty, and harmony.

As to the menus and recipes, I acknowledge that the proof would be in the eating, but the pictures of the viands make my mouth water.



# Helpful Hints for the Student of The Business Philosopher

(APRIL, 1911 ISSUE)

1. How many articles are there in this issue?
2. Which one has been the most valuable to you and why?
3. Which one do you think is most helpful in Efficiency Development? Why?
4. Which one is most practical in your business? Why?
5. Have you put any of the ideas in this magazine to practical use? How?
6. Which article has helped you most in self-development?
7. What one thought in the magazine has made the most forcible impression upon your mind and why?
8. Give three or more thoughts selected from this issue which you believe will be conducive to self-improvement and therefore to Efficiency Development and which you have committed to memory.

## Specific Questions on Certain Articles

### **By the Fireplace—Page 183**

1. What is the most common cause of half success or downright failure?
2. Give three other causes of failure.
3. Give three kinds of ignorance.
4. Do you believe that any man needs to remain ignorant?

### **Why the Deere Institutions Have Won Great Success—Page 191**

1. What is the value of the heart element in business?
2. Give two other reasons why the Deere Institutions succeed.

### **Shape of Head as an Index of Human Character—Page 199**

1. What characteristics are indicated by a wide head?

2. What characteristics are indicated by a long head?
3. What characteristics are indicated by a square head?

### **The Questions of Socratic—Page 213**

1. What is the lesson taught by Mr. Newcomb in this article?

### **The Essential Qualities and Rewards of Salesmanship—Page 230**

1. What is the first essential of Salesmanship given by Mr. Whipple?
2. What part does personality play in Salesmanship?
3. What is the value of the art of expression in Salesmanship?

Give a three-minute talk on the value of the contents of this issue of the magazine to you.

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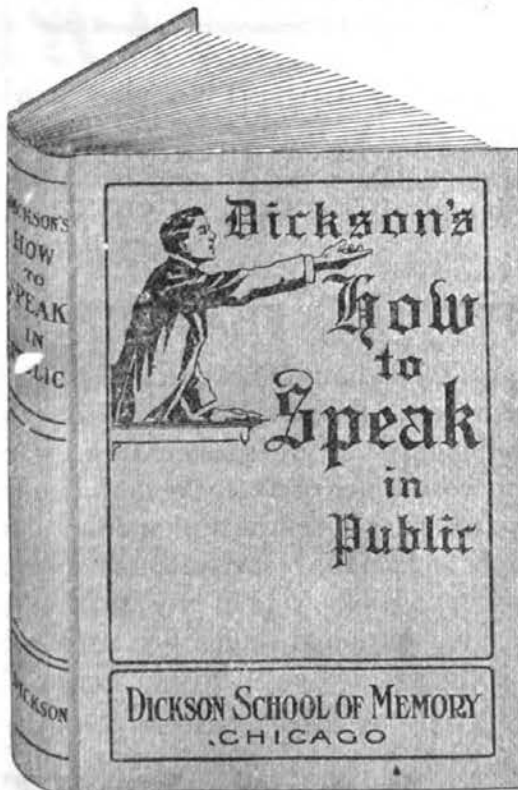
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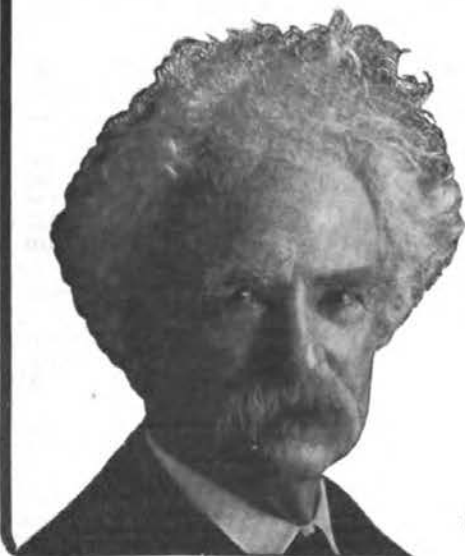
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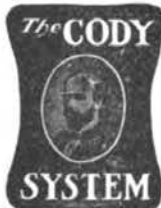
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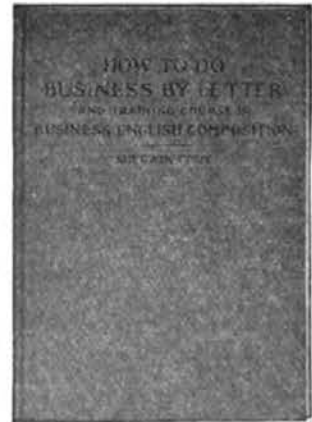
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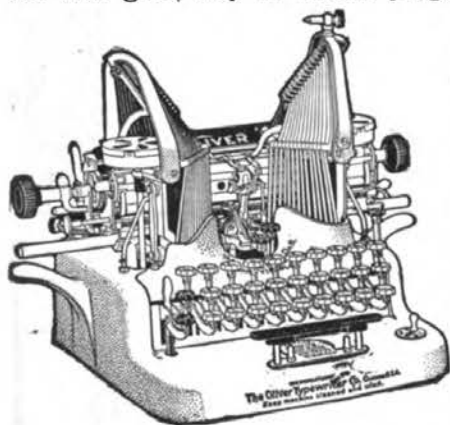
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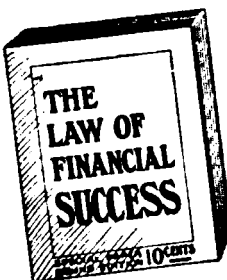
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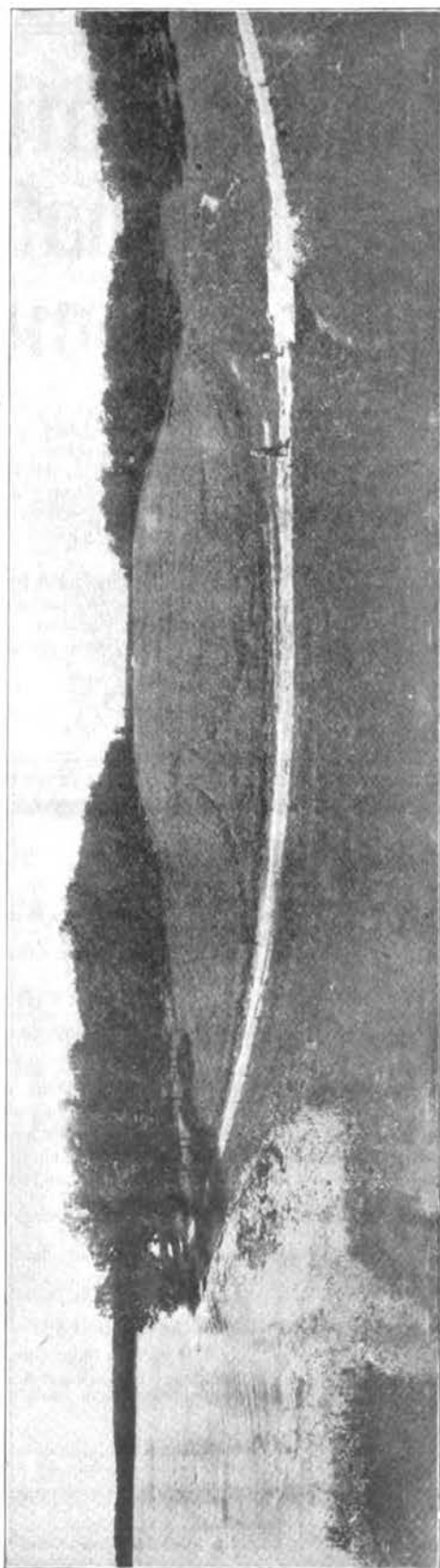
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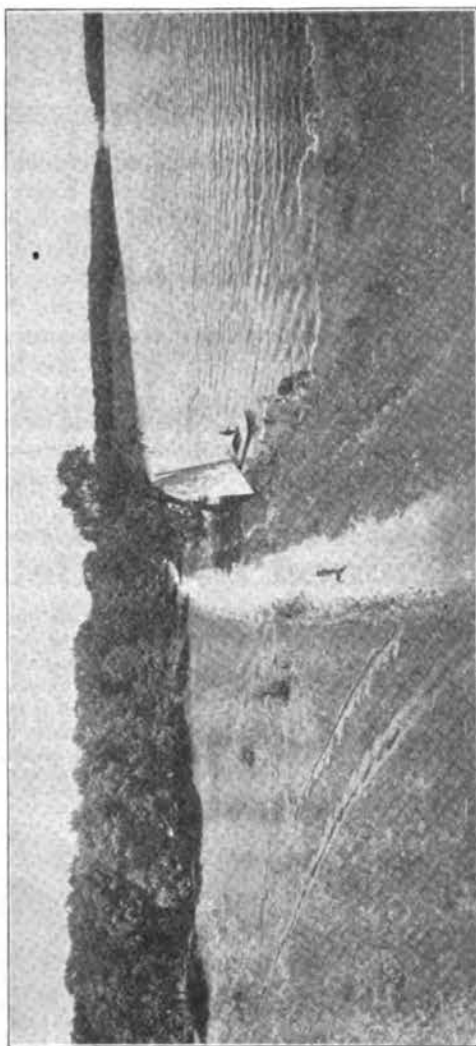
There are a limited number of lots, all at reasonable prices—first come, first served. When you buy a lot, you buy fishing, swimming, and boating privileges on Lake Eara. *There is no lake property so near Chicago at anything like the price.*

My primary object in opening this sub-division is to finance the first building of Sheldon Commercial University.

I want these summer homes, as far as possible to be owned by Sheldon Graduates or those in sympathy with A R E A philosophy.

*Write me today, saying you are interested  
and I will tell you all about it*

**A. F. SHELDON**  
LIBERTYVILLE, ILLINOIS



SHELDON'S LAKE SHORE DRIVE, LAKE EARA

# You Have a Right to Independence

**W**HATEVER your condition you are bound to believe that you have a right to business freedom. Every good American believes that, and with considerable justice, too. But—do you actually possess any real business independence? If you have given the subject any thought you also realize that the right to independence means not only an earnest desire to enjoy it, but a will to achieve it. Have you made any real effort to become absolutely independent? The more you study the opportunities for business freedom the more you must be convinced of the limited channels through which it may be gained. Have you ever considered the one wide field yet scarcely understood? This field is the collection field. It is practically limitless. It is as wide and broad as America itself. The demand for experts is becoming wider every day. It will continue to widen as long as the country does business on a credit basis, and that means as long as present property ideals exist. Do you know that it takes practically no cash capital to enter this business?

## Your Head—Your Capital A Trained Brain Better Than Cash Capital



**A. P. HYDE**  
Holyoke, Mass.

I have made good from the first letter I sent out. I had never collected a bill in my life until I took the lessons, and I have made as high as \$108.00 in one week and that in spare time only, evenings and Saturday afternoons. I don't see five people out of fifty that I collect money from. I just write to them and the money comes by mail. Don't think that it is hard work to make friends of your clients, it is not. You can't help but win. *Arthur Philip Hyde.*

A New York student wrote me recently that he could command \$5,000 at low interest, asking my advice on investing it in the Collection Business. I told him what I tell you—the collection business needs no such capital. A good brain is worth ten times \$5,000 in this business.



**H. A. MURPHY**  
Youngstown, Ohio

The following are my **COMMISSIONS** for

March	\$348.02
April	430.48
May	439.72
June	484.58

Commencing with November my commissions ran from \$250.00 up to \$350.00 per month, including February. *H. A. Murphy.*

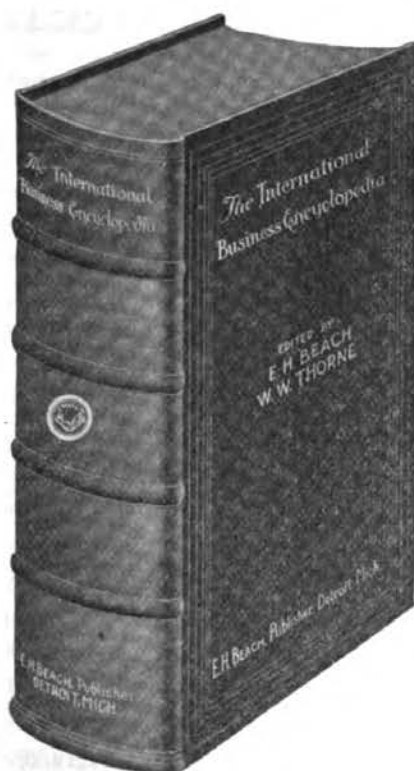
## I Can Make Your Brain Pay You Dividends

I can teach you to cash in with your brain. The amount of your dividend rate will, of course, depend on the quality of your gray matter. The more of that you already possess the greater your actual dividend. No matter how trained your head may be I can make it pay you something. It is entirely up to you how much. I can show you how to make it pay you a steady dividend in your spare time. The collection business is an ideal one for this character of brain investment. I can teach you how to make it pay big dividends if you care to devote all your time to the business. Any way you look at this problem of making a living and increasing your dividends I can help you. Simply say the word and I will show you how. It will cost nothing to see my proof of results accomplished with others. They were no more fortunate or lucky when they started than you. Write and see for yourself.

**W. A. SHRYER, President**  
**THE AMERICAN COLLECTION SERVICE, 379 State St., Detroit, Mich.**

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**E. H. BEACH, Publisher :: Detroit, Michigan**

# Big Opportunity for Big Men

**I**F YOU are a big man—physically, mentally and psychically—it is because you have grown—developed.

And one of the marks of the big man is that he knows, having developed so far, that he can develop still more. And he is always on the lookout for the best way to get that added development.

The Sheldon Business Normal is for big men—men who have developed themselves to a point where they are capable of earning good pay—men who want to earn bigger pay through further self-development.

The course of instruction and training is in the nature of a post-graduate course in the sciences of salesmanship and business building. It matters not whether your previous training has been in the University of Hard Knocks or in some school—or both.

The Sheldon Business Normal is a school for the training of executives, managers, sales managers, general agents, and high class salesmen in all lines. It opens doors of opportunity to you who are not fully satisfied with your present work, your present rate of achievement, your present income.

It gives you an opportunity to develop your powers to greater effectiveness, to use them in a larger and more profitable way.

It opens opportunities to work under the best of conditions.

These opportunities, offered in the first session of the Sheldon Business Normal, held in the summer of 1910, proved to be the turning point toward bigger things in the career of several of the students. The second session, to be held during the summer of 1911, may prove to be the turning point in your career. It is wholly up to

you. Think it out. Fix your determination.

You know what the demand is for trained men today—especially executives, sales managers, and high class salesmen. Such men can command the largest salaries paid in the business world—if they are big enough and well enough trained. The Sheldon Business Normal gives you the training—it is your part to use it for your growth and continued development.

Let me tell you a little about the first session of this school for practical business men.

It was held at Libertyville, Illinois, on Mr. Sheldon's great six-hundred acre estate, with its forests, fields, campus and beautiful Lake Eara—an ideal environment.

Of all the students enrolled, every one finished the course.

Of those who finished, the majority are now representing The Sheldon School, some as general agents, in charge of important territories, organizing the work, training their assistants, and managing their own business. Some are district managers. Still others are assistant agents.

Of the remainder, some are in business for themselves and are realizing the benefits of their training. Some are occupying positions of trust with large corporations.

Before the class finished, proprietors and managers were on the lookout for the graduates.

Just as a little indication of the attitude of the graduates themselves, I give you here letters from two of them.

The first is from Mr. C. H. Hamilton, who was president of the class, and is now general agent for the Sheldon School in the territory centering in Louisville, Kentucky.



Mr. Hamilton says:

The Business Normal of 1910 is the best investment I have ever made, either of time or money. The training received under you and your corps of able assistants will in time, I confidently believe, be worth thousands of dollars to me. The money value, however, is the *least* consideration, for I have learned much here that no amount of money could buy elsewhere. I am a broader, stronger and better man in every way than I was when I came to you July first. I am perfectly satisfied and cheerfully say unto others, "Attend the Business Normal."

And now comes a letter from Prof. John E. Morris, now general agent for the Sheldon School for territory centering at Alliance, Ohio. Prof. Morris says:

The three months that I spent at the Normal were full of pleasure, profit and growth—a period of relaxation, recreation and recuperation. I came tired, I go away strong. There was such a commingling of solitude and society, nature and art, study and rest that one could not help being thoroughly rejuvenated.

The next session will be held at Libertyville, Illinois, beginning Monday, July 3, 1911, and will run for ten weeks.

The course will include:

*First*—Personal study and class instruction in the Science of Business Building, which is the fourth edition of the Science of Successful Salesmanship.

*Second*—An extensive series of personal lectures by Mr. Sheldon, assisted by specialists, in Salesmanship and Business Economics.

*Third*—A course of lectures on Character Analysis, or the Reading of Human Nature.

*Fourth*—Frequent drills in the Art of Salesmanship and Sales Management.

This course of study leads to the appointment of those students who desire to take up our work, and who shall be selected as being worthy and qualified, to immediate positions in connection with the work of the Sheldon School.

The gross earnings of those who prove successful in these positions will not be less than \$3,000 a year. Experience shows that earnings of \$10,000 can be realized by men thus trained and employed.

You who are now well placed in a congenial line can get here the training you need to ginger up and build up the work of your sales department.

The class is also open to employers who find the training of competent sales managers a problem.

You find here quick, sure, sane, tried, plain, direct and scientific training for efficiency in sales management.

Now is the time for you to begin to get your data on this most unusual opportunity. Time is short. You can begin planning now to come.

Write to us right away, and we will answer, giving full particulars.

## The Sheldon Business Normal School

THE SHELDON BUSINESS NORMAL SCHOOL, .....1911  
Libertyville, Illinois

Will you please forward full particulars regarding the 1911 session of the Business Normal, as advertised in THE BUSINESS PHILOSOPHER for April.

Name .....

Local Address .....

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## Mr. Smallman

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**Sheldon University Press, Libertyville, Illinois**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

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UNIVERSITY OF GEORGIA  
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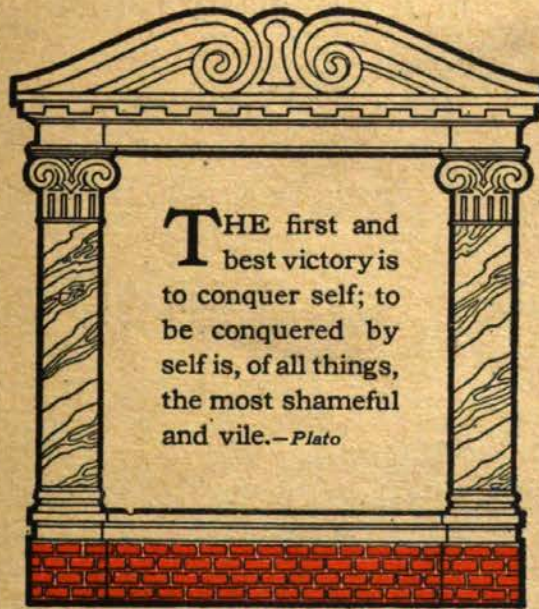
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MAY, 1911

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ARTHUR·FREDERICK·SHELDON  
EDITOR

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# CONTENTS

ARTHUR W. NEWCOMB  
MANAGING EDITOR

SHELDON'S BUSINESS PHILOSOPHER AND SALESMANSHIP

MAY, 1911

THE PRICE OF SUCCESS.....	Frontispiece
EDITORIAL .....	243
<i>By A. F. Sheldon</i>	
THE SECOND TRIAD OF THE THREE THREES—CLEANSE RIGHT.....	249
<i>By Anna Griffith Sheldon</i>	
A WOMAN'S IMPRESSION OF THE FUNCTION OF ADVERTISING.....	254
<i>By Bertha A. Loeb</i>	
A GOOD BEGINNING IN THE PRINCIPLES OF ADVERTISING.....	255
<i>By Arthur W. Newcomb</i>	
CHANGING PROFESSIONS NOT SO HARD AS IT SOMETIMES SEEMS.....	260
<i>By Arthur Bernard Freeman</i>	
GLEANINGS FROM BUSINESS FIELDS.....	261
<i>By Thomas Dreier</i>	
BE AGGRESSIVE FOR BUSINESS—BUILDING UP THE SELLING END.....	264
<i>By Don E. Mowry</i>	
NATURAL AND ARTIFICIAL MONOPOLIES—THEIR NATURE AND CURE.....	267
<i>By C. H. Ingersoll</i>	
THE WORLD PEACE MOVEMENT AND THE UNIVERSITY PROFESSOR.....	272
<i>By Grant Showerman</i>	
EFFICIENCY—THE KEY TO PROFIT AND SUCCESS IN BUSINESS.....	279
<i>By Charles H. Pattison</i>	
THE QUESTIONS OF SOCRATIC.....	281
<i>By Arthur W. Newcomb</i>	
HOW FLANAGAN TURNED DISADVANTAGE INTO ADVANTAGE.....	285
<i>By J. N. Engle</i>	
HOT SHOTS FOR THE RETAIL DEALER ADAPTED FROM THE DEERE & COMPANY ADVERTISING.....	287
PROMPT SERVICE IN HANDLING TROUBLES WITH OUR CUSTOMERS.....	291
<i>By Henry J. Sage</i>	
HOW AND WHY IT PAYS TO HANDLE ADVERTISED GOODS.....	293
<i>By A. R. Wines</i>	
ANOTHER VIEW OF THE TARIFF PROBLEM AND ITS ECONOMICS.....	295
<i>By Willis Earle</i>	
TWO STORIES OF COURAGE AND TACT THAT WON SUCCESS.....	297
<i>By Albert Sidney Gregg</i>	
A NATURE-LESSON IN MAKING THE BEST OF ENVIRONMENT.....	299
<i>By H. A. Rodee</i>	
THE PHILOSOPHER AMONG HIS BOOKS.....	304
HELPFUL HINTS FOR THE STUDENT OF THE BUSINESS PHILOSOPHER.....	306

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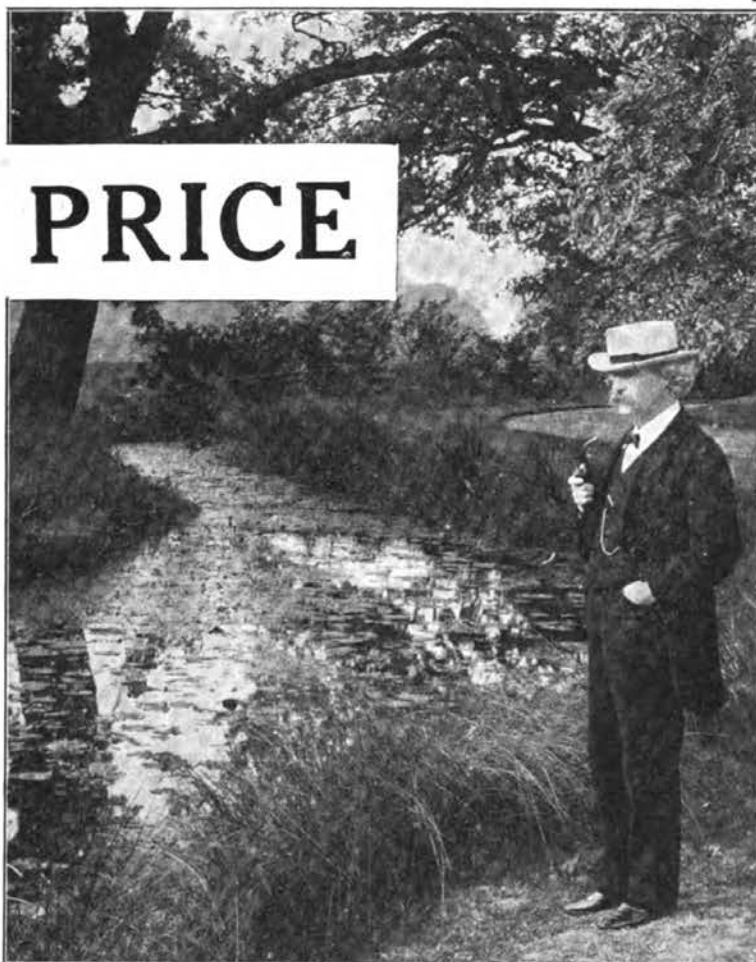
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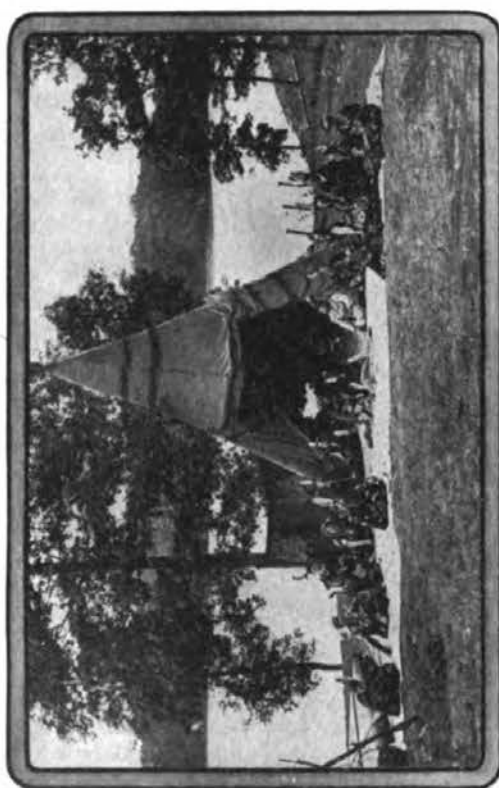
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# The Price of Success

---

*"The Gods Sell Anything and to Everybody at a Fair Price,"  
Says Emerson*

---

- ☛ You want success in business. Are you willing to pay the price for it?
- ☛ How much discouragement can you stand?
- ☛ How much bruising can you take?
- ☛ How long can you hang on in the face of obstacles?
- ☛ Have you the grit to try to do what others have failed to do?
- ☛ Have you the nerve to attempt things that the average man would never dream of tackling?
- ☛ Have you the persistence to keep on trying after repeated failures?
- ☛ Can you cut out luxuries? Can you do without things that others consider necessities?
- ☛ Can you go up against skepticism, ridicule, friendly advice to quit, without flinching?
- ☛ Can you keep your mind steadily on the single object you are pursuing, resisting all temptations to divide your attention?
- ☛ Have you the patience to plan all the work you attempt; the energy to wade through masses of detail; the accuracy to overlook no point, however small, in planning or executing?
- ☛ Are you strong on the finish as well as quick at the start?
- ☛ Success is sold in the open market. You can buy it—I can buy it—any man can buy it who is willing to pay the price for it.



# The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME VII

MAY, 1911

NUMBER 5

## On the Front Porch

*Where We Talk Things Over*

**M**AY the first is my birthday—I am forty-two years young. Let's celebrate it by moving from the fire-place to the front porch and talk this efficiency business over.

'Way down East in Boston town, lives Mr. Frank B. Galbreth. Mr. Galbreth is a big contractor. He makes much money by the building of sky-scrapers and other useful edifices.

But before Mr. Galbreth was a contractor, he was a bricklayer—and he is still a bricklayer. In that art or trade he excels—and has excelled. For years he accepted every challenge that came his way to lay bricks for speed and neatness of wall. And he was champion.

Then one day a man came along and told the champion bricklayer that he and his men were wasting most of their time—that they could lay bricks much faster and better than they did, and with no greater effort.

Naturally Mr. Galbreth denied, expostulated, ridiculed, demanded to be shown, and otherwise showed that he didn't believe a word of it.

So the man who had so aroused the champion bricklayer and big contractor opened up a little fount of wisdom—said that there was a science of bricklaying, and that when it had been worked out, there would

be only one way to lay bricks—the best way.

Still skeptical, Mr. Galbreth began to think.

Where had he learned his trade, anyhow?

Why, from one of the best bricklayers in the county.

And where had that doughty old master bricklayer learned what he knew about it?

From his father.

And the father?

No use tracing it further. The fact that stared Mr. Galbreth in the face was that the art of bricklaying had been handed down from generation to generation for four or five thousand years. And there had been practically no improvement in all those centuries. Scaffolding, bricks, mortar, trowel, and methods were practically the same.

About this time our friend began to make up his mind that a little scientific study might dig out a good many things about this most ancient of the trades that would be interesting and valuable to know.

So he began.

With trowel in hand, bricks and mortar in front of him, and a young wall at his side, he attacked the problem.

His very first move was to stoop down and pick up a brick.

Then he stopped and thought.

He weighed two hundred and fifty pounds, and he had lowered and raised that goodly weight three and a half or four feet. In laying a thousand brick he would have to do it a thousand times. That seemed barbarous.

So right there began the formulation of the science of bricklaying. It took him eighteen months of hard work to eliminate that wasted effort and lost motion. And when it was done, it seemed foolishly simple—just an adjustable scaffold with a little table on it for bricks and mortar. But you can see for yourself how much easier and quicker that made the whole operation.

Then our budding scientist began the study of the next motion, and the next, and the next.

When he began his investigations, there were eighteen of these movements in the laying of every brick by the most rapid bricklayer. And there were less efficient men who made many more than eighteen.

Of course, "every little movement had a meaning of its own" in lost time and energy.

Three years of hard study and hard work resulted in cutting these eighteen movements down to five—and, in some cases, to two.

You can almost figure out the result for yourself.

Yes, that's right. Mr. Galbreth found that, by scientific methods, he could lay three times as many brick in a day, and with less fatigue, than he had laid by the methods handed down to him from the time of the Pharaohs.

His next move was to teach his new science to the men working for him. Carefully, he showed each one just how to arrange his tools and materials, and just what motions to make. And he fired any man who wouldn't play the game.

Result: The men all laid three times as many bricks as formerly, so that Mr. Galbreth was glad to pay them six and a half dollars a day, instead of the four and a half dollars they had been getting.

So that was the way that the science of bricklaying benefited both employer and employe.

---

NOW THE MAN who came along and had the nerve to tell the champion bricklayer that he was a back number was Frederick W. Taylor, of Philadelphia.

Yes, of course, you have heard of him. All the magazines and newspapers are talking about him these days.

But he has done his work so quietly that I hazard the guess that you had not heard of Mr. Taylor five years ago, unless you happen to be an engineer or machinist.

Mr. Taylor began studying and applying the sciences of many common arts and trades thirty years ago, in the shops of the Midvale Steel Company. He used practically the same methods as those applied by Mr. Galbreth in formulating the science of bricklaying.

He also studied tools and machines, trying to find ways of increasing their efficiency. One result was his discovery of high-speed steel, now known to every machinist because

it has revolutionized machine shop practice.

Since 1901 Mr. Taylor has devoted his entire time, without pay (he has a large fortune derived from his inventions), to training up a remarkable group of men for the perfection and wider and wider application of scientific management—the name he has given his system.

Through their efforts, many industries have adopted the new ways.

Have they found them successful? Do they apply in all lines of business? Will they apply to an individual?

Listen!

At a hearing before the Interstate Commerce Commission last November, a number of executives from institutions where the new idea was in force told about how it had doubled, trebled, and quadrupled the output of their plants, greatly increased profits, and raised the pay and good spirits of the operatives by a very large percentage.

It sounded like a fairy tale to the hundreds of men who heard it. But it was all proved.

Since then, "Efficiency" has swept over the country like a tidal wave.

Harrington W. Emerson, one of Mr. Taylor's associates, has published two series of articles on "Efficiency" in the *Engineering Magazine*. One series has been printed in book form, and has had a big circulation, starting thought machinery wherever it has gone.

Mr. Taylor is writing a series of articles for the *American* magazine, in which they are now appearing.

Other magazines have fallen into line. The newspapers have taken up

the slogan. Trade journals and house organs ring with the discussion of efficiency.

It has become a national movement. And it is a good thing. It will do much toward solving many of the hardest problems of today.

---

BEFORE I GO any further with this discussion, I want to pause here to emphasize one important point.

Since scientific bricklaying increased the speed of an operative three hundred per cent, think of the appalling waste of human time and energy during the thousands of years that men were laying brick in the old way!

Worse than that, consider the waste still going on where men are now laying brick in the old way.

When you have been sufficiently horrified by such contemplations, turn your attention to the many other trades and occupations where a similar waste is going on.

And then, while you are still in that penitent mood, give a moment's thought to your own work.

Are you going by rule or thumb? By traditions handed down from the time of Homer?

Mr. Taylor says that ordinarily managed machinery and labor are now wasting all but thirty per cent of their real efficiency, and that capital, in general, is wasting all but five per cent of its real earning power—all due to a lack of scientific methods.

How about your business?

Psychologists say that the average man uses but twenty-five per cent of his physical power and only ten per cent of his full mental capacity. Whether the psychologists are right

about it or not, you know, if you will look around you a little, that there is a stupenduous waste.

What are you going to do about it in your business? In your own private life?

LOOK AT THIS subject of efficiency in another way.

Here are the four great principles formulated by Mr. Taylor:

First, the application of scientific knowledge to replace rule of thumb knowledge;

Second, scientifically selected workmen;

Third, bringing the scientifically selected and developed workmen and the principles of the science together;

Fourth, almost equal division of the whole work between the management on the one side and the workmen on the other.

Now look at this list of queries:

Who will dig out and give to us the scientific knowledge?

Who will make a scientific selection of men?

Who will teach these scientifically selected men the science?

How are the men to be scientifically developed for their work?

Since this system requires many managers, all of them trained men, who are they to be?

These are among the hardest problems that confront the apostles of the gospel of efficiency.

And yet the answer should be very clear to anyone.

All these men must be specially trained—or self-developed—in ability, reliability, endurance, and action—and in scientific character analysis.

In other words, the science of man building underlies the whole problem of the conservation of human energy, the elimination of waste, the general increase of efficiency.

Both managers and men start with a handicap—the drag of their negative qualities.

No matter how perfect and scientific the system, it falls short of the highest efficiency, just in so far as the individual units comprising the organization lack personal success qualities.

And success qualities are gained only by scientific man building.

Make the man right, and his work will take care of itself.

But have a care how you understand that little word "right." Otherwise you may be disappointed.

Your man is right—you, yourself are right—when to the development of the positive or success qualities to a marked degree are added scientific knowledge of human nature—the other fellow,—scientific knowledge of the business in hand, and the scientific application of this knowledge.

Here then is where the gospel of "efficiency" and the science of man building meet. They fit together as if sprung from the same mind.

And no wonder, for each is but an expression, in organized form, of the natural laws of success.

THESE PRINCIPLES are universally applicable.

As they have been applied to arts and trades and machine work—in other words, production—so have they been applied to selling, advertising and accounting—distribution. So,

also, can they be applied, in somewhat modified form, to the professions.

Taking man building as the foundation, every possible activity of mankind can be made more efficient.

Ability, the first of the four corner stones of man building, means trained observation, judgment, reason, memory, and imagination. And these are needful mental tools in digging out and building up the science of any operation—even the operation of the mind.

Reliability, the second of the corner stones, means a big desire to serve, hope, faith, earnestness, honesty, justice, kindness, and loyalty. And these qualities, in managers or men, are essential to the highest efficiency. They can be developed scientifically.

Endurance, the third corner stone in man building, means health, strength, symmetry, and activity. Enough said.

Action, the fourth and, in some respects, the most important of all of the corner stones, means decision, despatch, self-control, industry, and perseverance. Can you imagine any degree of efficiency without these? And isn't it good to know that they can be scientifically built into the character?

IT WILL MAKE you happy to ponder for a little upon what this movement means.

It can all be put in a very few words, but words packed with significance.

Suppose we increase the productive efficiency of labor and machinery even fifty per cent.

And then suppose we increase the efficiency of capital even twenty-five per cent.

Add to that an increase in efficiency of distribution of, say, fifty per cent.

Don't you see that there will be a great deal more wealth produced with the same amount of effort?

Don't you see that billions of dollars' worth of time and energy now being utterly wasted will then be turned into things to eat, wear, use, and enjoy?

With all that saving, don't you see a drop in the high cost of living?

And with his greatly increased efficiency, don't you see a big increase in the income of the worker?

Are you still skeptical?

Then let me tell you that I have letters from thousands who have increased their incomes through the study and application of the science of man building.

Then let me tell you further, that wages have always gone up sharply wherever Mr. Taylor's scientific management has been introduced, and there has never been a strike in any such institution. The men will not strike, because they would be striking against themselves.

Can you see in these movements, then, a beginning of the solution of many of the hardest problems that face the social and business world today?

I can.

And it seems to me that I see every reader of THE BUSINESS PHILOSOPHER putting his shoulder to the wheel of the car of progress, developing his own *area*—and thereby, his efficiency—and passing the good word along to others.

All together!

# FISHIN'

No use to be wishin'  
It's fishing that counts—  
Fishin' for business  
In larger amounts—  
Baiting your hooks  
With service improved—  
Casting your fly  
Where the big fish have moved—  
Watchin' for nibbles  
That soon will be bites—  
Keepin' your eye  
On the fishin' delights—  
Waitin' and watchin'  
And workin' the while—  
Building your business  
Thru fisherman's guile—  
Say not a word  
When the fishin' is bad—  
Just keep on fishin'  
They'll bite yet my lad—  
Use better bait  
And fish with more skill—  
For fishin' beats wishin'  
So says—"Pastor Bill."

# The Second Triad of the Three Threes— Cleanse Right : *by Anna Griffith Sheldon\**

**W**E SOMETIMES hear it said that "failure comes because of misdirected energy." "Energy is the capacity for doing work."

The capacity is the amount of life principle we can give out. The degree of energy can be measured by the perfection and degree of our activities.

If we are active we are in motion. When we are in motion we arouse our circulation.

By properly directed motion we gain exercise. By proper exercise we increase our capacity for doing work.

When we increase our capacity we take unto ourselves a greater portion of energy—life principle.

To increase our capacity we must Exercise Right. Then we gain Endurance.

When we take the time to properly exercise our minds and bodies we have gone one-ninth toward gaining Endurance. One must of course practice nine things right to gain Endurance.

There is a vast difference between strength and Endurance. Strength may be for a day. Endurance is for a lifetime.

Strength may be over-developed muscle. Endurance is energy protected but properly drawn out. Endurance is being strong and keeping strong.

Endurance is the power of liberating energy for a long time, yet by intelligent direction using it only as needed; never dissipating it ruthlessly, conserving it when possible.

So by correct motion, by proper exercise, we help to perfect our physical state and daily draw to ourselves more energy and increase our power of endurance.

Practice proper exercises consciously.

Practice proper exercises earnestly.

Practice proper exercises daily.

Practice proper exercises regularly.

Make a habit of exercise to increase the endurance of your body.

Daily use Think-Right exercises for the mind.

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Daily use Breathe-Right exercises for the body.

Daily use proper exercise for body development.

Proper exercise is more palatable and, when taken regularly, a greater preventative of disease than pills and powders.

To exercise right you must exercise enough to arouse circulation. We must stretch the elastics (the muscles) in our bodies every day, and enough without overtaxing them.

Strenuous exercise without preparation in graded work would result in breaking down more bundles of muscle fibres than the blood can build up at rest.

We must be normal beings clear through to be useful to ourselves and our fellows. Normal in our methods of work, too! Extremes are not normal. Too much of anything is not good.

If we over-exercise we may snap the elasticity of our muscles, and we have flabby muscles and are victims of lassitude. We feel exactly the same way when we do not take sufficient exercise.

Either extreme brings about the same degree of health. Exercise, then, regularly and in moderation.

## Proper Exercise

### I.

Stand up straight, heels together, toes out, shoulders back, chest up. Raise arms. While raising them, count five, hold five; then down to sides. Repeat as long as you enjoy it. Do this exercise in the great outdoors if you are able; if not, in a room which has been well ventilated for you. If you are sluggish, make yourself exercise. You are badly in need of increasing your circulation and the power of your endurance.

This is a simple, natural exercise.

### II.

Stand up straight, stretch yourself and yawn twice, high and wide. Now rest.

This exercise is one Mother Nature has given us and one we unconsciously take



when we need immediate rest. When practiced consciously it is thoroughly enjoyable and makes one feel good.

### III.

Don your street things and take a walk—a morning walk from seven to eight or eight to nine A. M., and an evening stroll, in summer.

A high noon walk and a vesper quick-step in winter are exercises of highest value to you at this time. Never omit walks unless you have delayed exercise until you have some trouble which makes you unable to use your feet.

The walking exercise is the one given in the Business Building Course on page 23. We advocate this exercise now as it combines right breathing and correct motion.

Exhale as you walk. Exhale while you take ten steps. Hold the breath for two or four steps. Exhale in the next ten steps. Now take some more steps and breathe deeply without counting. Then repeat the exercise. Gradually increase the count and the interval for holding the breath.

Be careful not to over-tax your breath capacity by making the counts too many or the holds too long. If you have had training in right breathing, mother teacher, you will be able to take in and hold the breath on longer counts. The person just starting must practice short counts and short holds.

Gently grow up to a large breath capacity and greater physical endurance.

Make a habit of proper exercise. Learn to love correct and regular motion of the body.

Only by regular practice can you attain and preserve these things so inseparable from health and success, health and success for yourself, health and success for your child.

If you are doing your own housework, you will have many things to do; you will be in constant motion. Still, you are entitled to this exercise and however much you may do inside your house, you are neglecting yourself and infringing on the rights of another when you omit these walks and exercises.

Moving about inside the house is not equal to breathing and exercising in the pure, fresh air. Conscious exercise is most

beneficial. Driving is not an equivalent for walking.

### IV.

Sew not steadily. If you are mending, writing, sitting a great deal during the day, use the sitting exercise.

1. Exhale as you sit, with shoulders thrown back, chest up.

2. Take a long, full breath, expanding the abdomen, sides and chest.

3. Keep chest up and distended. Let the breath out gradually by drawing the abdomen in, and up.

4. Inhale again. Repeat until you feel rested.

5. Always keep the chest up, the shoulders back and down.

This exercise will strengthen the muscles in the trunk of the body. It increases circulation and will aid in throwing off all the waste matter which may collect in the body and form a poisonous toxin. When the poisons are not carried off, disease results. The general name for all disease is impure blood. Cause—bad circulation, unstretched, unused muscles—lack of oxygen and iron.

Remember what we said last month about the breath of life. Take in all you can of it. Drink often, a Sunshine Air-Shake.

You have pulled candy often. Have you noticed that the even, moderate stretch brings the whitest, best chewing candy, with a minimum of fatigue on the part of the candy-puller?

We pulled some the other evening, that is, other members of the family and a friend from Canada did. While watching them I found this to be true.

Take this cue for the exercising of all your muscles. Even, moderate exercise without apparatus will build the most elastic and enduring quality of muscle. You will not be seriously tired.

Prolonged, rapid exercise is exhausting. Taken without graded preparatory work it stagnates the blood and causes the muscles to cramp.

So be gentle with yourself, yet firm in the habit of moderate, regular exercise.

Gradually increase your power of mental endurance by moderate, regular exercise in knowing, feeling and willing right.

Gradually increase your power of bodily endurance by moderate, regular exercise in thinking right, breathing right, drinking right, exercising right, cleansing right, eating right, relaxing right, recreating right and sleeping right.

These are nine splendid Rights. These are our women's rights, our human rights.

When working unconsciously with exercising right, the degree of good derived will be only scanty at best. We must have a right time for the practice of this Right as well as the others.

The old saying "level best" is what we want in shaping and handling our Rights. We must rally round the pivotal point to attain and preserve them, to live and enjoy them.

Dear women, some of us are getting a scanty best out of the motions we make during the day, because we keep our minds only on the specks of dirt in the house.

Cleanliness is highly essential and it is right to keep things shining, but it is a scanty best if we put all our time on this Right and neglect the other eight.

Each Right is only one-ninth of our whole Right. Each one is important in itself, but only equally important with each of the others.  $1 = 9/9$  or  $9/9 = 1$  whole apple of Rights.

If you will use the few exercises given regularly and intelligently you will find your endurance greatly improved in a short time.

Without Endurance you will not make a successful mother teacher.

#### Cleanse Right

This is Right No. 5.

If you have not formed the habit of taking a daily bath, "Do it right, right now." Form the habit of taking a bath enough times until you hunger for it, cannot go without it.

Aside from the refreshment which comes from Right Bathing, the pores of the skin are performing double duty now, and you must do your part toward keeping your body temple clean and pure, both inside and out.

The little pores of the skin will do this work most effectually if you aid them with a daily bath. A bath any time that suits

you best must be taken. Another in the evening is good, too, but the morning bath must be taken. It must not be omitted if you would be happy and healthy and desire the same good things for your child.

When you have decided when to bathe, let nothing hinder you in carrying out your daily program.

You are guarding a sacred trust. You must be clean. You must be pure. This advice about the bath may seem a trifle to you, it is so simple.

Remember "Trifles make perfection and perfection is no trifle."

Simple things are usually simply great.

If your habit of cleanliness is fixed now, you will have no trouble in performing this Right for the child when it is living apart from you.

Hair, teeth, nails should be cared for, and your whole appearance be the best possible at this time. Dress comfortably and inconspicuously.

If you have been in the habit of taking a hot bath and enjoy it, continue it; if a cold one and it agrees with your temperament, continue it.

If you have no bath-room, a sponge or towel bath will answer; but bathe you must, daily.

The important thing lies in cleansing the body of all perspiration and excretions which collect on the surface of the skin. If this is left too long on the body, the pores become clogged and one of the important vents for purification of the body is shut off.

The open, well-massaged pores do a great deal toward keeping the inside of the body clean and pure. So be particular to cleanse thoroughly.

Some people cannot bathe in cold water. It makes them feel dragged and worn out, or chills them too much. The remedy is to simply add hot water until the temperature is right for you. Here, again, you must use your own judgment.

If you take a hot bath, a cold rub is advisable, especially if you are going out into the cold weather.

There is no picture more delightful than baby revelling in his bath-tub. Revel yourself and baby will not cry or fear the water. Only when you are careless and get soap in his eyes will he evince anything but unal-

loyed gladness and joy when you place him in the tub.

So cleanse right.

### Eat Right

What shall we do to Eat Right? Chew the food well. Yes, chew it very well. The twenty-four white horses that stand upon the red hill in your mouths must be in good condition; otherwise the rhythmic tramp as "here they go, there they go, now they stand still" will not chew your food fine and fit to be received by the stomach.

We take it you have heard the old riddle about our teeth. The teeth must be in sound condition. When they are not so naturally, have a good dentist care for them.

Avoid indigestion and negative suggestions that will come if you have the companions of badly kept teeth, such as toothache, foul breath and sleepless nights.

If you have a perfect set of teeth and use them as you should in eating wholesome food in moderation, you are not troubled with sour stomach, bad breath or any unpleasant symptom at this time.

Take plenty of time to eat. To Eat Right you will not consume as much time as does the person who eats wrong. You will take time in the beginning to chew everything up and will not consume any further time; while the wrong eater will consume little time to bolt his food, but much time to clear up a disordered stomach and renovate a neglected digestive apparatus.

What is the use? Why not take a bit more time to Think Right about Eat Right in the beginning?

You will remember the little verses under Drink Right. They answer to guide us in the matter of Eating Right, too. Do not drink and eat at the same time. Drink before and after meals.

Eat plenty of fruit, vegetables and cereals; some meat if you are in the habit of using it. One need not spend so much time on the right things to eat. Acids are not wholesome. *How to Eat and when to Eat* are more important than going into the details of the right menu.

The teeth should be in the best condition possible, as they contribute so much toward good digestion. You should put these little

steeds through the slower paces of the thoroughbred. First walk them, then trot them a bit. A glide walk and a gentle trot make it possible for you to enjoy the scenery about or the conversation at table.

Right Thinking helps Right Eating. Good, clean, witty anecdotes are very much better appetizers and tonics to bring to the table than are the little brown bottles and small black pills one frequently sees at meal-time.

"A merry heart doth good like a medicine," says Solomon.

You may try large doses of this medicine. It can only hasten your cure. Try it. "Laugh and grow fat" is trite but true.

A Think Right that can produce a genuine peal of laughter is one of the greatest contributors to health. Be sure you laugh at an anecdote that has a Right Think in it, as one may be judged by the thing that evokes laughter from him. Cultivate a flow of conversation that is optimistic while at table. This aids digestion.

Table talk is a form of culture neglected by many of us. It is made up of a few commonplaces with most of us; oftentimes merely gossip of the back-biting variety.

Cultivate wholesome table talk. It will bring to you and those about you a happy frame of mind. It will raise the atmosphere of culture in your home and make your house attractive to family and friends.

Mr. Horace Fletcher says we should chew our food until we have all the taste out of the food we take into the mouth.

Some kinds of food, of course, require more chewing than others. Chew slowly. Chew thoroughly.

Do not talk so much or be so preoccupied while eating that you are unconscious of the taste of foods and of the way you chew your food.

Neither should one make it evident to everybody around that just so many chews are being given to a mouthful. Such procedure would take away all inclination for food, both for ourselves and others in our vicinity.

Just form the habit of eating slowly and masticating thoroughly, and refrain from washing your food down with gulps of liquid.

Have your teeth and tongue mix the food well with the saliva, so well that the

juices of the stomach will have only their own work to do and no more.

The juices get back at you finally if you try to force them to do more. Chunks of food that slide down without sufficient pulverizing in the mouth are apt to remain unground and undigested.

In this shape the juices cannot dissolve them and they become putrid and send back to the mouth bad gases, and this coats your teeth with an ugly brown substance called tartar, and a foul miasma can be smelled every time any one comes near you.

You owe it to yourself and others to have good digestion and sweet breath.

You, mother teacher, of all people owe it to yourself that you may not hamper another with these hindrances to health and success.

These things are sappers of endurance, because in time they will affect the quality of the blood, and then comes lowered vitality, loss of energy, Endurance below par.

You should eat when you are hungry. If you are practicing your Rights all right, you will have a regular time for practicing each one. When you have made habits of them all, you will find very full, varied and happy days.

Have a time for meals and Eat Right regularly and in moderate quantities. Very many eat more than they need. Many eat more than they care for. This is very wrong.

As there is a division of labor in any complicated and successful work, so there is a division of labor in the work of the human engine.

Those who do not recognize this fact are trying to do with their body establishment what the short-sighted business man does who has a business house in which he crowds his employes beyond their capacity for the work laid upon them. A disordered and inharmonious composite results.

The same thing happens when we hurriedly pass the food from the mouth to the stomach. The poor juices do their level best to digest the big chunks of roast beef, but cannot do so before it decomposes. So in time our body establishment becomes inharmonious and disordered—becomes diseased.

It is a matter of much importance, this focusing on the truth pertaining to Eat

Right. If you do, you do much toward making your human house sanitary and orderly.

You would think that man ridiculous who expected his office-boy to do the work of the sales manager, or the bookkeeper to keep his books and chase over the field for business.

We are quite as ridiculous when we try to make the department of the stomach, with its helpers, do its own work plus the work which should have been done by the mouth and its assistants.

Like the unreasonable business man who would find a breaking up of his business organization, we would likewise find disorganization in the inner departments of our human house. We are just as unreasonable.

If you are Thinking Right, Breathing Right, Drinking Right, Exercising Right, Cleansing Right, Eating Right, Relaxing Right, Recreating Right and Sleeping Right, you will feel a natural hunger three times a day. This will not be too much food if you are temperate each time.

Naturally you will be hungry, for you eat for two. Do not let false appetite make you think it is hunger you are entertaining. Never eat until you feel you cannot eat anything more. If you do this, you are offending Eat Right.

Mix not too many kinds of food at one meal. Better eat enough of a few simply prepared, nourishing foods. Never a lot of richly garnished combinations of food.

You are building your own endurance for a lifetime. You are also seeking to build endurance for the lifetime of another. Be vigilant. Eat Right.

We have now made you acquainted with two triads of Rights. Next time we shall complete the Law of the Three Threes. We shall have a fair knowledge of the nine things necessary to attain Endurance.

*Editor's Note*—This is the fifth of a series of twelve articles by Mrs. Sheldon on the subject of "Area Education for Children." Several of the series, including this article, are devoted to prenatal education.

All that is great in man comes through work, and civilization is its product.—*Smiles.*

# A Woman's Impression of the Function of Modern Advertising : *by* Bertha A. Løb

**P**RIMITIVE man and woman were satisfied with a hut to live in; a shawl or blanket to cover their bodies; and simple food supplied by nature for their hunger.

Modern man and woman have learned the art of reading printed matter, and now have thousands of wants where their forbears had one!

Today printed matter in the shape of advertising continues to create new wants—new desires.

Advertising pictures, in vivid fashion, the growth of civilization. It reveals as if by magic the wonderful things that are being produced by man or are being improved by man.

Through the ages man has not only manufactured and invented a million things called the material necessities of life, but man has taken the products of Nature, the vegetables, the grains, the flowers and even the animals and by close scrutiny of these products of vegetable and animal life has produced, through science, better plants, vegetables and animals.

And of all these wonderful happenings that are constantly evolving, men and women are informed through advertising.

## The Human Target of Advertising

Advertising simply plays upon the self-interest that lies inherent in men and women.

It creates demands and aims to satisfy them by its products.

In fact, advertising is the mother of trade.

Especially is this true in the mad rush and rumble of this motoring age when the spirit of speed is in the air about one. Men and women acquire habits of mind that are quick and restless and like the motor power of the machines whizzing by around them.

The age has become a commercial—a business age—and both men and women are acquiring ideas in harmony with the age. Advertising, therefore, has a peculiar potency these days for men and women are on

the constant look-out for new ideas that will give added comfort to life without extra expense.

Advertising is read more than poetry on this account; for all printed matter that involves time for study and reflection is simply "cut out" by the great mass hustling, bustling people in the struggle for survival.

Are not the preachers and reformers lamenting the fact that this is a commercial age?

The business man cannot sleep and calmly ignore these facts and expect to survive.

## Satisfaction and Confidence Must Follow

Advertising keeps the minds of men awake to the conditions of trade and the minds of big business men are filled with ideas of business gleaming from advertisements.

Advertising must therefore create demand to mother trade, and advertising after stimulating self interest, or want, must satisfy it by "delivering the goods."

An advertisement must not only "get across," in the jargon of the press, but in order for it to be a paying advertisement, it must satisfy its customers' wants after creating them.

Advertising must represent honesty back of it, whether it be the inky representative of a pair of trousers or a French bonnet—it must mirror truth, not commercial lies. The philosophy of a paying advertisement is to hit the bumps of material desires in the heads of the mass of readers and then satisfy these desires by supplying the goods.

Readers will not buy of you because they love you nearly so fast as they will buy because you have whetted their appetites and they need your stuff to satiate them.

To satisfy the self interest of men is the end of successful advertising.

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I owe all my success in life to having been always a quarter of an hour beforehand.—*Lord Nelson.*

# A Good Beginning in the Principles of Advertising : *by* Arthur W. Newcomb

*Being a Brief Account of the Research Work Done and Instruction Given by the Advertising Men's League of New York*

I'VE SPENT a lot of money in advertising, and have made some money as a result," said a big business man to me, the other day. "I have also spent some rather heart-breaking sums in advertising that didn't pay. I have naturally been interested in the subject, and have studied it some. And, as far as I can see, most advertising successes have been won on the O'Grady plan."

"The O'Grady plan?" I repeated. "I don't believe I have heard of that."

"O'Grady was foreman of a bit of construction work for me at one time. There was a great deal of hauling to be done, and O'Grady was master of twenty-five teams of big draft horses. And he was mighty proud of them. It was in the spring of the year, and the ground was wet and miry, so now and then one of the teams would get stuck in the mud with a big load. Pretty tight grip that clay took on the wheels, too.

"Well, when a wagon would go down to the hubs and refuse to budge, the teamster would come around and ask O'Grady how many extra teams he ought to hitch on to pull it out—two or three?"

"O'Grady never bothered his head with such hair-splitting.

"'Hitch on iv'ry tame in soight, aven if ut's the whoule twinty-foive. Ye c'n be shurre they'll pull yez out, and plenthy to spare.'"

"And just as the O'Grady plan in teaming meant a big waste of time and horse-flesh, so the O'Grady plan in advertising

means a big waste of money, even if both do accomplish the result you are after."

And I had to admit that what the big man said was all too true in nearly all modern advertising.

It was while I was sadly regretting this violation of a wise conservation policy that I heard this story:

A clever advertising man—one of the practical and successful kind—prepared a series of four advertisements with unusual care. These he published, making careful records of results. When the campaign was over, he tabulated the product of each advertisement and worked out its percentage of efficiency.

Then he sent the four advertisements to a quiet, thoughtful man in New York city. But he didn't tell the man what had been the power of the ads.

The quiet, thoughtful man and his assistants put these four bits of publicity through a laboratory test—at very small expense. From this they worked out the theoretical percentage of efficiency of each advertisement.

*And the laboratory figures were within five per cent of the actual results.*

But here is something even more startling:

One of the ads was a little fellow, only one-quarter the size of another in the series. But, in real life, it pulled just forty-one times as hard as did the bigger fellow. And the laboratory test showed that it was just forty-two times as strong!



Now look here, friend—I mean you, Mr. Advertiser—suppose that series of four had been sent to the laboratory *before* it was sent out to the agency and the money spent. Quite a saving!

Now multiply that one case by the total number of advertising campaigns inaugurated, strike an average of the saving in each case, if this could be done—but what's the use? The adding machines are all busy.

And besides, I can hear you say that it is all a beautiful day dream—your laboratory man just happened to hit it right that one rare time.

Well, I'll own up to a little Colonel Sellersism in that proposed calculation, but I will not admit that the laboratory method "just happens" to get the answer.

In another case, a campaign was put through the laboratory before it was used and, as a result, tagged with this label: "Forty-four per cent efficiency."

And when it was tried on the public it showed forty-seven per cent efficiency!

I could tell you a good many more such instances.

Now, are you convinced?

Well, then, it would be a mighty big money-saver and money-maker, wouldn't it?

All right. But the best is yet to come.

#### Getting at the Reasons Why

Suppose, in addition to being able to tell how much each advertisement will pull, the quiet, thoughtful man in the laboratory should discover *why* one is so much stronger than another.

Steady, now; I didn't say anything about a science of advertising.

That is so vexed a question that I shall have nothing to say of it here at all. But I do say that there are some fundamental laws and principles, and that it would be an epoch-making achievement to make a beginning toward determining them, even if we never do get far enough to formulate them into a complete science of advertising.

#### Some Accepted Principles of Publicity

Just let me tell you some of these principles—I think you will agree with me that they are sound:

First, advertising is an attempt to influence human minds.

Second, all rational minds are alike in their main characteristics, else they would

not be considered rational by one another and there could be no social body or organization.

Third, no advertisement has any power over the mind of the reader until it has first gained favorable attention.

Fourth, by common experience we know that there are certain forms upon which the eye centers without effort—forms that simply by natural law are eye-compelling. The eye unconsciously follows an arrow to its point or is drawn by a spot of color. These devices are in constant use.

Fifth, there are forms that the eye finds agreeable. These interest it—these it welcomes.

Sixth, having gained favorable attention, we know that the advertisement must hold and intensify that mental state. In some cases we desire our announcement to be at least one link in a chain binding a certain brand or trade-mark inseparably to the idea of the article offered; as, for instance, to make the words "grape juice" always suggest the brand "Welch's." In other cases, we seek to arouse interest in, and create a desire for, the commodity. In still other cases, the object is to arouse interest, create desire, and induce action on the part of the reader. Each of these mental states is produced in the human mind according to fixed laws. Some of the more general of these laws we already know—such as the laws of intensity of impression, duration of impression, repetition, appeal to physical senses, appeal to feelings, appeal to judgment, appeal to desire for gain, positive suggestion and command. These laws have been worked out through innumerable experiments. They can be made more definite and others added to them by further scientific experimentation.

Seventh, there are certain fundamental and well-tried laws of commercial economics that apply to advertising as well as to other departments of business.

These, then, are some of the fundamental principles of effective advertising, known to all who have made even a superficial study of the art.

#### The Advertising Men's League of New York

That orderly research, conducted along scientific lines, would make them more definite and add others to them is the



reasonable basis upon which the Advertising Men's League of New York is proceeding.

The league was organized several years ago, and for a time lived the same jolly, hit-or-miss life that is usual in bodies of the kind. You know the usual way—regular meetings in which men of more or less experience and wisdom ate, drank, smoked, told funny stories, chaffed one another, patted one another on the back, and aired their opinions. True, the results of certain ways and means were outlined and discussed, but there was no attempt to correlate and classify these data in such a way as to arrive at any laws and principles. Any experienced and honest advertising man will own up to being at best a shrewd guesser. I have heard the best of them say, "There is absolutely no way of knowing how any campaign will work until it is tried out. Those from which we expect the greatest results often produce practically nothing—and those that violate our holiest traditions often prove to be gold mines."

#### **An Engineer In the Advertising Business**

But about three years ago the league elected, as its president, Mr. William H. Ingersoll, advertising and sales manager of Robert H. Ingersoll & Bro., makers and distributors of the far-famed dollar watch, and later the Ingersoll-Trenton watch.

Then things began to happen in the league.

Mr. Ingersoll had been educated and trained as an engineer.

Now, engineering is a fairly exact science—runs by mathematics, kinetics, mechanics, and other precise things that have a horror of guess work.

When an engineer puts iron, steel, wire, rubber, and a few other ingredients together in a certain way, he knows that he will get a dynamo capable of producing an exact number of kilowatts of electrical energy when run at a definite number of revolutions a minute. When he starts to dig a tunnel under a mountain or river from both sides of the obstacle at once, he knows that the two bores will meet face to face in the bowels of the earth with less than an inch variation.

It vexes a good engineering soul to see waste motion or lost energy.

So it was that the soul of Mr. Ingersoll had long been disquieted within him because of the helter-skelter methods of distribution in its two co-ordinate branches of advertising and selling.

He saw science being applied to production and getting big results.

He knew the work of efficiency engineers, who were eliminating vast amounts of waste from the work of men and machines.

"Why not apply the same methods to advertising and selling?" He backed himself into a corner and asked himself the question. And, not being able to think of any good answer, he saw that there was nothing to do but to go ahead and apply them.

This he began to do in the Advertising Men's League of New York.

First of all, the character of the meetings was changed.

Practical, concrete work was done. Opinions were quoted at very low values, but facts were in big demand and brought fancy prices.

And always there was the conscious and definite digging down to get the laws and principles underlying the facts.

But this was not enough for the engineer-advertiser. It was still too indefinite and incoherent.

#### **Ransacking Some Other Sciences**

He reminded himself of the important fact that every science laid tribute on several others. The science of engineering, for example, took freely from what had already been worked out in the sciences of mathematics, mechanics, hydraulics, physics, electricity, and many others.

So Mr. Ingersoll began to cast about in his mind for some sciences that might be raided for the benefit of the art of advertising.

And the first he saw was that of art, with its well-established laws of arrangement, composition, color, areas, unity, balance, motion, etc. He investigated, and found that these principles treated of all the means for attracting, holding, pleasing, and leading the eye of the normal human being. Well, that was just what every advertiser wanted to do with every ad.

The result was that last year, the Advertising Men's League of New York began offering its members a course in *The Application of Art to Advertising*, by Frank Alvah Parsons, director of the New York School of Art.

This course deals in the principles of art and its functions as applied to the design, illustration, ornamentation, and typography of all kinds of advertisements. It was a great success during its first year, and is making a better record this year.

Mr. Parsons, the instructor and lecturer, is a thoroughly practical man. He does not teach as an artist, but as one who has the faculty of elucidating the principles of art, one who is permeated with the spirit of art. It has been his life work to teach these principles. As instructor at the Arts and Trades Club, in New York, he has taught the salesmen of drapery and house furnishing companies the application of art to their work.

#### How Art is Applied to Advertising

Now, if any intelligent person, with no other talent or assistance, can take the principles of arrangement and design and use them in the effective lay-out of an ad, that ought to be pretty good proof that the principles are sound, oughtn't it?

Well, then, what do you think of this?

Mr. Parsons teaches these things to the teachers of the public schools of New York. The teachers induct the children into the mysteries. Then, as practice, the children, applying what they have learned, arrange and re-arrange advertisements. They have done this for the greatest magazine—from the standpoint of circulation—in America. And that magazine has accepted the children's work, even when it was a revision of work done by its own best lay-out men!

Here's another example:

Mr. Ingersoll recently built a home. It was designed—even to the decorations—according to these laws—inside and out. Taste, tradition, custom, and individual preferences were left out of the question. It was a purely scientific procedure. The result is a house that attracts the attention of everyone who sees it, on account of its superior beauty and adaptability.

All this art instruction has to do with

the form, color-scheme, and arrangement of the advertisement.

#### Borrowing from the Science of Psychology

Next to be considered was the copy. And Mr. Ingersoll considered it.

What science already well-advanced could help him out here?

Copy must appeal to the human mind, and psychology is the science of the mind.

Sheldon, in his work on salesmanship, had formulated the mental law of sale, and had afterwards applied it successfully to advertising. Upon it all subsequent work in business psychology has been based.

Starting with the mental law of sale, Gale and Scott had done noble pioneer work in hitching the advertising wagon, somewhat tenuously, perhaps, to the psychology star. But it was a start, and Mr. Ingersoll was certain that it was in the right direction.

The result is that the league is now offering a course in the "principles involved in the mental processes of appeal and response applied to advertising."

This course is under the direction of Prof. H. L. Hollingsworth, Ph. D., of Columbia University.

The purposes of the course, as outlined in the prospectus furnished me by Mr. Ingersoll, are:

"To find out in the first place what there is of value to the advertiser (in these principles).

"As a help to eliminate part of the present waste that comes through inability to estimate the effect of our advertisements upon the minds of their readers.

"To conduct experiments for the purpose of determining further applications of the principles of appeal and response to advertising."

This experimental work is of three kinds:

First, the laboratory method. For this purpose, the psychological laboratory of Columbia University, under the direction of Professor Hollingsworth, is at the disposal of the Advertising Men's League of New York. Yes, you have guessed right. Professor Hollingsworth is the quiet, thoughtful man I referred to earlier in this odd tale.

Second, by actual test in business, with careful recording, comparing, and study of results.

Third, the digestion of the great mass of data already in the hands of members of the league—records of advertisements and campaigns used in the past by them.

#### Applying Business Economics to Advertising

In all this work, the principles of business economics are not forgotten. Prof. Joseph French Johnson, of the University of New York, department of economics, is in attendance at all the classes, and is frequently consulted by the members and instructors about the economic bearing of the ideas under discussion.

Professor Johnson is a progressive and broad-minded economist, thoroughly alive to practical business principles and problems, and his assistance has been invaluable.

The work of the league has been so successful as to attract wide attention. Advertising men and publishers from all parts of Greater New York are students in the classes. Others come from other cities, two men coming to New York from Philadelphia every week. The average total number of miles traveled by all members, weekly, to attend this instruction is three thousand.

Other advertising men's organizations are given a hearty welcome to the results gained by this study and research work, as far as it is possible to pass it along—and they are beginning to avail themselves of it.

The league is also planning to prepare text-books setting forth the principles established. These will be published and sold at cost, as the league is not a money-making institution. On this point, President Ingersoll says that the members of the league feel that they will be vastly more benefited, in the long run, by the general raising of the efficiency of the whole profession than by any few paltry dollars they might make by marketing their knowledge at a profit. And I think he is right.

The science of advertising may never be completed and perfected, but that is no reason why we should not go as far as possible in that direction. The elimination of any part of the present waste will raise the standards of the whole profession and make it more profitable to all concerned. And that, by the law of unity, will increase the well-being of the whole people, which, again, will react beneficially upon the profession.

And you must agree that the Advertising Men's League of New York has made a good beginning.

## I SHALL WIN

Because of your strong faith I kept the track  
Whose sharp-set stones my strength had well-nigh spent.  
I could not meet your eyes if I turned back;  
So on I went.

Because you would not yield belief in me,  
The threatening crags that rose, my way to bar,  
I conquered inch by crumbling inch—to see  
The goal afar.

And though I struggle toward it through hard years,  
Or flinch, or falter blindly, yet within,  
"You can!" unwavering my spirit hears;  
And I shall win.—*Aldis Dunbar*

# Changing Professions Not So Hard as it Sometimes Seems : *by* Arthur B. Freeman

**A**SK any man who is in the wrong business why he doesn't get out and go into something else, and you hear the same old plaintive wail about not being able to afford it.

Men get into ruts by staying too long in one place, get married or incur other obligations, and then think that it is impossible for them to make a change because they have the idea that they must begin all over again so far as salary is concerned.

And as a matter of fact, this is a mistaken idea, as are most all excuses of the man in a rut.

Not so very long ago, a young man in a railroad office got dissatisfied. He realized that he was not in the best field for him, and he began to look around.

Things seemed hopeless at first, because he didn't exactly know what work he was best fitted for, so he hastened to get this feature fully decided. By asking questions, reading trade papers and visiting different offices, he soon found a field that answered all his ambitions and promised to supply the increased earnings he needed. In this particular case it happened to be the advertising business, but for the purpose in hand it might just as well have been any other field.

Once decided on a field, the question was how to get in. That proved easier than it seems to most men if they stop to figure it out.

If a man can earn \$15.00 to \$20.00 a week doing office work, or some other general work, in one kind of business, there is no reason why, with a little extra polish, he cannot get the same money in the business of his choice.

Certain grades of ability are needed in almost any field and it only requires a little finishing touch to get you started.

The man in question hit on stenography as the means to jump from one business to another without lessening his salary, though bookkeeping, clerical work, billing, packing and a dozen other grades of ability would have done just as well.

As a \$20.00 a week railroad stenographer, this young man, because of his responsibilities, had to be at least an \$18.00 stenographer in the advertising business, and here is how he went about it:

By spending two months in watching advertising closely and reading everything about advertising he could lay his hands on, from magazines and newspapers to library books and technical papers, he got a pretty good knowledge of terms, methods, expressions and forms.

The rest was easy. When an opening appeared for an "experienced" stenographer in the advertising business, he went after it. He was able to "talk" advertising like a man of experience and he immediately got a pretty good line on the requirements of the position. When he was asked how much experience he had had in the advertising business, then he explained that he had merely picked it up during spare time while he worked in a railroad office.

They wanted a man who had worked in advertising before, but the applicants who seemed long on experience were short on stenographic ability, and the little knowledge our young man had of advertising eventually got him the job at only two dollars a week less than the old one, which soon became five dollars more.

If you are in the wrong business, begin today to size up the one you want to get into. Be sure you are right, and then begin asking questions, reading magazines, books, etc., about the new business. You will be surprised to find how much good knowledge you can get from the outside.

When you are pretty full of the subject, add the knowledge thus acquired to some general ability you may be using in your present work, and go after a job that asks a whole lot.

Don't go after an apprentice job, but tackle the job that calls for an experienced man, and see how much your "by-product knowledge" will help you.



**T**HE hundred-point salesman is a master of language. He knows how to present ideas so that they will be grasped and understood by his hearer with the least mental effort. He aims at simplicity, conciseness, clearness, force, and elegance. He is economical. He thinks so much of himself, values his time so highly, is so wisely economical of his energy that he ever aims to make his sale at the smallest possible expense. To him words are chemicals. Some words are to be avoided; some are to be used sparingly; some are to be used only on certain persons. No words are to be used that do not help him build business. He is no animated phonograph, nor does he seek to convey thoughts like a man in a moving-picture film. His business is not to demonstrate his knowledge of words or his ability to exude noise. To sell goods at a profit to his house and to the satisfaction of the customer is his object. The more simple and better arranged his selling talk, the greater will be the effect produced. He analyzes his proposition. He discovers all its selling points. He studies the needs of his customers. He then arranges his selling points and shoots them into the minds of his customers as if they were shells filled with chemicals. Each point as it is shot in is intended to make the prospect desire more intensely what the salesman has to offer. Whether a man sells by word of mouth or through advertisements, he must be a master of language; he must be able to see clearly all the selling points of his proposition; he must be able to present these selling points in proper language; he must know the needs of his customers; he must know how to fit his proposition to those needs, and he must

**That  
Sales  
Talk**

then put all this knowledge into action. It is better to be a rifle shooting a steel bullet that goes direct than to be a blunderbus that wastes its force in noise and scatteration.

*The most enviable of all titles is the character of an honest man.—Abraham Lincoln.*

**O**F COURSE you think a fellow is a fool when he spends his money having a good time with the boys," observed a brilliant young friend of mine who loves to irrigate his innards with colorful intoxicants. "Why, bless your heart, old man, no," I answered carelessly. "You can't get me to argue that question with you. A man ought to know his own business better than anyone else. He has to live his own life and he ought to be permitted to live it in his own way. It is certain that he will have to pay for what he gets. And, since he does, he ought to have something to say about the selection of the things he desires to accumulate. If a man loves to carouse and show how sociable he is by strewing his clothes around in seven different apartments, he ought to play the game to the limit. It seems to me that he is untrue to his love of that kind of a life if he pays any attention to business. To him business should be a non-essential. And, as you know, the man who succeeds in any profession is the man who eliminates the non-essentials. When a man determines to succeed in business, and wants to do it at the least cost of time and energy, he eliminates those things that militate against that success. He finds, perhaps, that carousing unfits him for clear, constructive, business-building, success-achieving thinking. He eliminates the booze. He finds that he is benefited by associating

**His  
Own  
Business**

then put all this knowledge into action. It is better to be a rifle shooting a steel bullet that goes direct than to be a blunderbus that wastes its force in noise and scatteration.

with men and women whose ideals are not worshipped in saloons and palaces of pleasure, so, in order to associate with persons of that kind he finds it necessary to eliminate those who pride themselves on membership in the booze brigade. The man who loves the drink game, on the other hand, eliminates the business man. They have nothing in common. One retards the other in his journey toward what for him constitutes success. Good health demands good eliminative facilities. Good mental and moral health demand the same. The success of a man depends greatly on the standards by which he works. One must decide what one wants to do. If it is business, eliminate the booze. If it is booze, eliminate the business. When the choice is made give the command, "Damn the torpedoes, go ahead."

*Hope is the real riches, as fear is the real poverty.—Hume.*

**W**HEN a smelter wishes to buy ore it does not take the word of the miner who has the ore for sale. An assayer is asked to determine the quality of that ore. Ordinarily both buyer and seller abide by that assayer's decision. He has been trained to decide correctly. He is equipped with scientific knowledge. No secrets can be hidden from him. If there is gold or silver in the ore, he proves that there is gold and silver in it. He also tells how much. Millions of dollars have changed hands because of these scientific assays. And now I am wondering how long it will take that day to arrive when the science of character analysis will be similarly employed. I am wondering how soon some broad-visioned men and women will seek scientific training in this work so that they may go into the labor centers and serve professionally those business builders who are seeking men and women fit to perform work for them in their institution in an efficient manner. I know that there is a science of character analysis and I know that it is a practicable, learnable, valuable science. As no smelter will buy ore without the analysis of an assayer, so will employers eventually refuse to hire helpers before they have been analyzed by a character analyst. The present day sales force is

built on the principle of the survival of the fittest. Many a sales manager assumes that because Jones has been a star selling steel he should shine as a salesman of silk, or that Smith, whose sales letters have done wonders, should become a master in personal salesmanship in the field. The scientific character analyst will not recommend that men of the mental type be placed at manual labor, nor will he assist men fit only for manual labor into positions where mental work is demanded. Men whose temperaments would clash will not be advised to enter partnership together, and men who ought to sell groceries and provisions will not be told to open a jewelry store. If my constructive imagination is not warped, here, I think, is a suggestion that will help some wise young men and young women toward a paying profession in an uncrowded field. I can do no more than give the address of the formulator of the science of character analysis, Katherine M. H. Blackford of Boston.

*An act of yours is not simply the thing you do, but it is also the way you do it.—Phillips Brooks.*

**A** NEW YORK institution has as its financial manager a man who has never learned that economy and stinginess are not synonymous. As a conservator of the resources of the company he has performed wonderful work. In that work he displayed all the qualities of a good banker. He received all money with joy and released any of it with speed that would do credit to a dead snail. One of his duties is to hire and set the wages of all helpers. Great joy enters his heart when one of the old employes leaves and a new one is secured at lower wages. He swells with pride when a few employes leave and he discovers that the business continues to run along without them. Five less stenographers mean that much less salary expense. When an employe forces him to give an increase in wages he regards it as a personal affront. Of course this man lacks the three qualities without which one cannot be a great and truly successful executive. He has neither sympathy, imagination, or a sense of justice. To him the workers are as so many machines. That they are human beings, that they have human de-

sires, that they have souls, that they are not bits of wood or metal that may be tossed recklessly about, are things he sees not. His imagination is too weak for him to see that while the institution runs on without the four or five stenographers whose places are not filled, department heads are crippled in their work, important letters are delayed, big business deals are held back, that, in brief, ten dollars are lost to the institution to every dollar saved by this narrow-visioned economist. He cannot see that his cheap help perform inefficient work, that the mistakes they make cost infinitely more than the money saved on their lower wages. His lack of a sense of justice robs him of the ability to see the necessity of paying an honest salary to old employees who have grown more efficient, so they leave and the efficiency of the organization is lowered by the new, untrained, inefficient workers this economist secures at lesser cost.

*Have the courage to appear poor, and you disarm poverty of its sharpest sting.—Irving.*

**I**N A MOST delightful interview with Harrington Emerson, the efficiency engineer whose testimony before the Interstate Commerce Commission on railroad efficiency brought him national attention, he told me the story of George Brooks. "At Skagway," he said, "in 1890-91 were many packers carrying the outfits of the northbound crowd over the White Pass. For ten miles out of Skagway the road was easy, and then for thirty miles over the pass and down the head streams to Lake Bennett it was desperately hard. After securing a contract the common run of packers had just enough imagination to move an outfit the first ten easy miles, there dropping it and returning for another cheap contract. These swindlers received low prices, since they bid against one another for an easy start, accepting from eight cents a pound down to four. George Brooks was different. He promised to deliver outfits at Lake Bennett, forty miles away, in forty-eight hours or no pay. He asked and received *twenty cents a pound*. He did everything he promised to do. He gave satisfaction, made a friend of every man he served, was respected, hon-

ored, even loved. The fact that he charged twenty cents a pound was nothing against him. The fact that the others charged only eight or four cents was nothing in their favor. George Brooks was honest, reliable, square. He was an efficient business builder."

## The Value of Pressure

By Jessie L. Bronson

**C**OMPRESSION reduces vapor to liquid, liquid to solid.

Muscular pressure converts the air you breathe into electrical energy to run your physical machinery.

Thought under pressure becomes dynamic.

Pressure condenses, eliminates, solidifies.

Then don't complain of the pressure of circumstances, poverty or necessity.

Without pressure of some kind you would be mere froth and foam, having no substance or solidarity.

That is one great trouble with the world today. People demand everything churned to a froth. Plain cream isn't good enough for us. We want cake, and we want it frosted. Beans and brown bread are better.

If Nature has made you an honest brown loaf to satisfy the world's hunger, be thankful. Homespun wears better than silk. An honest heart and strong, upon which the trouble of the world may lean, is worth more than wealth or social position. And such a stable heart is built under pressure!

Suffering will give you open sesame to the hearts of those who suffer. A freemasonry of soul exists between those who have passed through similar experiences. There's healing in the hand-clasp that says: "I've been there, too."

Then don't quarrel with life if it's using you a bit roughly just now. Tools, to be of value, must be sharp. Life is putting on an edge for you.

Don't find fault with your lot. Better it as fast as you can. Meantime take "all that's coming to you" with a cheerful grin; and drink, as you go along, every drop of profit that the cup of experience holds.

Two things fill me with awe: the starry heavens above, and the moral sense within.—Kant.



# Be Aggressive for Business—Building Up the Retail Selling End : *by* Don E. Mowry

**H**OW do you expect to hold your own," I asked my friend in the furniture business the other day, "if you don't take the aggressive against your new competitor?"

"I don't seem to be losing any business," was his reply.

"I suppose not," I replied, "but I understand that you reduced your stock this year to pay a dividend to the stockholders. How was that?"

My friend did not say much, but he admitted that the stock had been reduced. He feared that there were too many men in the furniture business in his city of thirty thousand inhabitants. Then he spoke of several big deals he had carried through and the influence these sales would have upon the general public.

"I can tell you about those sales," I said. "In the first place you cut your profit to the very quick to get that business. In the second place you will never be able to advance prices on those customers to the mark which will enable you to get your legitimate profit in the future. And in the third place these people will only play you up to their friends for similar goods at similar reductions. You don't win."

## Awakening a Sleeper

My friend was narrow. He did not think I was right. He thought that if he played up these "deals" in the newspapers the public would stop, look, and listen, and believe that he was doing the business. He imagined that the public was deeply interested in his business, when in fact the public is only interested in what his business offers them—as an opportunity.

I asked my friend if he ever thought of buying leather patch pillows, say five hundred of them, and offering them to the public at a trifle above cost, simply as an advertisement to get people to come into his store. No, this thought had never occurred to him and yet he thought it might be a good idea. Then he asked me where he could get such a pillow.

"Why, my dear friend," I said, "that is not my business, but I know they can be bought, for I bought one myself in a department store—and when leather pillows were not 'on sale' either. I would suggest that you write to your manufacturers about them. They can refer you, at any rate."

The point that I wanted to drive home to this furniture merchant was the necessity of his doing things to draw trade—the absolute necessity of his studying the local market in his town and planning his attack accordingly.

All of this happened three years ago when a new furniture store, with enterprising men at its head, entered the field of local competition. At that time I had a hard time to convince my friend that he could not live without meeting the new mark, in his own way, with better selling plans. He thought that the fact that the new furniture store advertised a great deal served to help his business as much as it did their store.

Finally, I got mad, fighting mad, and told him a few things in strong terms. Well! They say that it pays sometimes to get mad and I guess it did in this instance. My friend was going to show me that I was wrong by trying my selling plan, which was principally aggressive service.

Today he has the cream of the business in his city. I was not responsible for it to any extent, but I stirred him up to improve his service to the customer.

It was a wonderful campaign and I was surprised to notice, from time to time, how well my friend adopted new methods to draw trade.

He began to mark his goods very plainly. He rearranged his store so that furniture for different rooms, living room, bed room, dining room, etc., was given prominence on the first floor.

He began to think out schemes for drawing trade—schemes far better than my leather pillow suggestion.

He got his wife's friends to shop in his competitors' stores. He made it his busi-

ness to find out what people liked about the other stores.

He was recently made president of the Commercial Club, because they thought he had the *go* and *snap*. His business indicated as much. They were right. He had the snap. His business was going—and simply because he was going after business aggressively all of the time.

### The Spirit of Aggressiveness

And when you take the aggressive, don't be afraid.

Go right after them. Get a line on business methods but make your own course.

A druggist in a small city pays ten dollars each month for advertising copy and card service. Why? Because, as he says, he gets ideas upon which to build and adapt newer schemes to his show fronts.

"Do you always use their copy?" I asked.

"Oh, no," he replied. "I want the copy because I can use some of it. I believe my business would go back if I did not keep alive and try to improve on the copy furnished me."

This druggist is of the right kind. He is not the average. He does not follow the leader like a sheep. He tries to break away from the common pathways—he dares to do things in his own way and he dares to express an individuality.

A sales manager asked a prospective employe if he was a salesman. The reply was: "Yes, sir."

### Three Classes of Self-Styled Salesmen

"To my way of thinking," the sales manager replied, "there are three classes of people who call themselves salesmen.

"First—There is the man behind the man behind the counter who shows you goods that you call for. He is not a salesman. He is only a clerk, a messenger in waiting.

"Second—There is the traveling man who calls himself a salesman. He is not a salesman, for all that he does is to show you goods and take orders. He is not a salesman. He is only a delivery boy—the butcher boy can do his work as well as the traveling man does his.

"Third—There is the man who can create a demand, cause the prospect to

want something that he did not want before. There, that is a salesman."

This sales manager was aggressive. He wanted men to work for him who had spirit. And he was frank enough to say, at the outset, that he wanted *bone*, not *jelly*.

Work and worry will never kill this sales manager. He has the fire of living. The incentive is there.

Other actual cases might be cited here to show what business men in our cities are doing to build up their retail selling end, but all of such instances would only go to illustrate the same basic idea that I want to bring out right here, and that is that business will not grow unless you go after it aggressively. The work must be done with the help of ideas that others have used with success, but the main line of attack must be developed out of your own mind, if your business, in your community, is to be made a growing business.

And in all your planning and with all your aggression you must remember that there is two dollars ahead of the one dollar that you earn now. Take chances of getting the two dollars farther on. It will pay in the long run, as Cyrus K. Curtis, of the Curtis Publishing Company, says.

"Don't fear competition. Don't cut down the values to meet an unscrupulous competitor. Be active, on the job, but deliver the goods all of the time. It will not take you long to win. People know, and once they begin to realize that you are square, they will come to you. Most people will not be fooled all of the time.

### Aggressiveness Depends on Service

The idea is not to get the customer, at any cost. Rather, the idea is to get the customer to realize that you are treating him to good values at a fair price—giving service.

When men tell me that the competition in their city is so strong that they don't see how the other fellows can live, I know that the standards have been lowered. You meet this competition by giving *values* and service.

Now, make an open, above-board campaign. Let the fellow who says you are foolish, because you are playing to values, *talk*. In the end, you can afford it. He

wants to play cheap, because he needs the money, perhaps.

Be independent and you will win the trade if you are on the job and on the aggressive for the business.

Get into action. Don't think of your competitor. He is not worth it. Make him think of you.

Stick it out on the fighting line.  
The business will come.

## Big Propositions are Small Ones Magnified

By ARTHUR B. FREEMAN

**W**HEN Roebling first conceived the idea of a Brooklyn bridge, he worked the thought out with a piece of string.

Watts' powerful steam engine emanated from a tea kettle, and Bartholdi's famous Statue of Liberty took its form from a handful of clay.

The great constructive geniuses of every age first worked out their ideas in miniature—they first made models—and then they realized that the finished product was nothing more than the model magnified to proper size.

We can draw a splendid conclusion from these facts.

If you can sell one man successfully, you can sell a thousand men.

If you can sell shoestrings, and sell them well, you can sell automobiles or real estate, simply by magnifying your efforts.

A man who knows whereof he speaks gives this advice:

"Learn how to do little things well. In a small job, give the best that is in you. Then, when the big job comes, consider it merely as a small job magnified and you'll never be 'afraid' of it."

You've heard men say of others: "He can run a peanut stand all right, but a big business would feaze him." I deny the truth of this contention. You show me a really "good" peanut merchant, and I'll show you a man with a good business future.

If a piece of string stretched across two two chairs will support a board over which the pet cat can walk, then the same law can be applied to steel cables and a steel roadway across the East river.

It's merely the application of an idea in a "bigger" way. Of course, the bigger the bridge, the stronger the cables necessary, but the law remains the same.

Likewise, selling life insurance requires stronger mental cables than selling shoestrings, but the laws of selling are similar in either case.

Now, here is my point:

The great trouble with most men is their fear that they cannot measure up to the requirements of a big proposition.

Big jobs are a sort of mystery to men in small jobs. They seem to think they must be remade in order to hold a big position. Yet, as a matter of fact, when such men do get up to a high place, they sit back and wonder why they failed to realize how easy the new work is—how little harder than the smaller one.

You can handle a big selling job if you know how to hold a small one the right way. If you feel you are doing good work in a small job, do not look with fear on the big one ahead. Consider it merely as a small one magnified, then strengthen your mental "cables" a bit and go to it.

### IF?

If you were me and I were you,  
What wonder working things we'd do—  
We'd see the good in every one,  
We'd do our work like it were fun—  
We'd gossip never, nor be blue,  
If you were me and I were you.

If you were me and I were you,  
We'd both be better thru and thru—  
I'd see your virtues, you'd see mine,  
The effect would be like some old wine—  
No word of censure e'er would brew,  
If you were me and I were you.

So let's change places and just do  
As you'd have me and I'd have you—  
You work and laugh and love and sing,  
And I will do the self-same thing—  
We'll paint this world a "Rosy" hue,  
When you are me and I am you.

—W. E. Fitch.

# Natural and Artificial Monopolies—Their Nature and Their Cure : *by* C. H. Ingersoll

**W**E HAVE indulged in considerable reference to monopoly, in the abstract, in its relation to business and other phases of life, and it is well for us to pause and consider more definitely the general character of monopoly in its various forms and manifestations.

I have not intended merely to join the chorus of detractors of monopoly, but have meant to consider it in its technical and actual aspects.

Conventionally it sounds very well to denounce monopoly, and such a course probably needs no defense or explanation.

Aiming not to follow conventional lines, however, but rather to present new viewpoints, I want to be as clear as possible in all distinctions relating to monopoly rather than add more to the existing confusions of a very complex subject.

On one side those confusions are prejudicial to what is considered monopoly, but which is often legitimate business, and result in unwarranted clamor and absurd propositions of defense.

Equally perplexing and more damaging from the standpoint of diagnosis and consequent cure, are the sophistries currently used in defense and justification of monopoly itself, the anæsthetic effect of which directly retards the time of deliverance.

## **Popular Confusion of Monopoly with Business**

For example, it almost daily happens that we hear men, other than so-called agitators or radicals, expressing complaisant views as to the conceded trend of monopoly toward Socialism.

We hear others citing advantages that have proceeded from monopoly, notably in lowering prices and producing stable conditions, all of which, more than anything, shows a confusion both of names and of understanding of the subject.

I doubt if real monopoly has often yielded permanent benefits to the public, or that intelligent study of the subject leads to a conclusion that it is inevitable or irremovable.

And of course, public opinion directed against monopoly, where graft and exploitation are the real issues, becomes both damaging and ineffective from its misdirection.

We want all the clamor we can get against the real offending system, especially if a remedy be in sight, but clamor against an effect instead of a cause, not only obscures the issue, but also quite properly gets for itself the contempt of such names as "mob rule."

"Obtained and enjoyed wholly or exclusively" is about the way Webster defines the general term "monopoly."

## **The Two General Classes of Monopoly**

Into how many classes monopoly is divisible, I don't know; but obviously the main considerations are two, namely, natural and artificial.

In the former class are oil, coal, mineral and other deposits in the earth; water sources, water powers and water ways; and all of these are included in the shorter and more significant term *land*.

The artificial monopolies are mainly industrial and may proceed from various forms of governmental protection, various forms of commercial manipulation or possibly from genius applied along business lines; and from natural monopolies.

The dictionary assists in many other distinctions, such as exclusive rights, patents, copyrights, concessions, franchises, etc.; in fact, the sub-divisions and details evidently interest the dictionarians more than the principles and principals involved.

Natural monopolies are last and most briefly defined, while the trust conception of combinations to raise prices is fully elaborated.

And this condition in the dictionary fairly reflects the general conception of the subject; the fundamental phase is overshadowed and obscured by the superficial and readily seen manifestations.

This is natural, but it is a confirmation of the premise on which these talks are

based, that economics is not developed and that we are just beginning to see its importance and to study it; also, that the authorities cannot be looked to for ready-made formulas—that they are in the making.

#### All Monopolies Limited

That the artificial monopolies should have first and most attention in textbooks and from the public, is also to be expected from the fact that they are nearest to us in our daily lives; they are forced on our attention, when the underlying monopolies are securely covered from our scrutiny.

It is easy to enlarge on the wonders of Nature as manifested in flowers, fruits and grains, and these may be likened to the splendid crop of trusts now on exhibition.

But in considering reasons for their existence and good health we should open our minds to an examination of the underlying soil; they have not "just grown" like Topsy; they are not self-creating nor self-perpetuating; nor are they from our viewpoint economic or natural.

It should hardly be necessary to say that the word "monopoly" is not to be understood literally; there are practically no absolute monopolies, nearly all are qualified or limited; it is non-essential to the coveted advantage of a monopoly that it be complete.

An otherwise legitimate business may owe but a fraction of one per cent of its profits to some form of privilege and another so-called business may derive practically all its profits from the same or similar source; they differ only in degree and in their monopolistic phase are equally opposed to public welfare.

In fact, in the former case the damage may be eventually far greater through the insidious systems from which we are suffering so greatly; if monopoly could be exhibited always in its naked, elemental form, it would not be the adversary it now is, attenuated by ninety-nine parts business.

We can see monopoly in an oil business that has bought or smothered competition, and intrenched itself with pipe lines; but we don't notice it in the ownership of oil lands that draw royalties from this very trust.

We commend the business enterprise of large merchants or manufacturers and overlook the fact that a portion of their prosperity is due to protection given their stock in trade or product. And in fact from this standpoint of analysis, we would discover that practically every business, if not individual, is the beneficiary, in widely varying degree in some sort of monopoly; in a vast majority of cases this is wholly unconscious and unsought.

The fact, however, that monopoly is so distributed, spread out thin, and unconscious, relieves it of none of its destructiveness, but has two very decided reactionary effects.

#### Obstacles to a Clear Understanding of Monopolies

It makes a large number of people—the conscious monopolist—the defender of the system, and it makes the discovery and tracing of effects most difficult.

As an example: Consider the vast multiplication of the number of monopolists due to stock company ownership of railroads and other public services, mines and other monopolies, making the "innocent purchaser" and the "widow and orphan" arguments almost impregnable as a defense of monopoly itself. Yet, as to perhaps ninety per cent of these "poor" stock owners, they would benefit as consumers, perhaps a hundred times more than they would lose as monopolists by the elimination of monopoly.

So we have plainly before us three important facts bearing adversely on the clarification of this confused and all-important subject:

First—Education is wanting and is along misleading lines, dealing almost entirely with superficial instead of fundamental aspects—the artificial instead of natural monopolies.

Second—The almost untraceable mixture of monopoly with business.

Third—The consequent large number of people whose pecuniary interest *seems to be* in perpetuating monopolies.

#### Monopoly Through Privilege

And to these we may add the evolution, or rather devolution through several decades of a most complete development of

the *protective idea in government*. Built mainly around the protective tariff, the "idea" pervades the government itself, national, state and municipal, and has become largely a part of our national sentiment.

This idea is really of ancient origin, but Americanized means that it is a part of the governmental function to "take care of" its people by granting special favors or privileges such as a subsidy to shipping interests or a railway enterprise; or to a manufacturing or commercial business in the form of tariff tax, or a grant of land for special purposes.

And so through a long gamut of alliances with individuals, corporations, groups and classes, has our Government come to be the best example extant of the protective idea of "special privileges."

And these of course, being essentially monopolistic, have not only propagated the commercial and industrial conditions that are at last being condemned, but what is worse, have built up a sentiment and established a viewpoint actually favorable to those conditions, though they are opposed to all our national ideals.

How all this could have come about we are just now wondering, and it will be the privilege of some of us to watch the greatest struggle in Christendom—of a people to extricate itself from the bondage this "idea" has imposed.

Going back to the question of what monopoly really is, we must start at the bottom.

#### Monopolies Based on the Land

Obviously the monopoly first to concentrate on is that of the earth itself; this *anyone* would concede. I imagine that if someone could descend from "nowhere" and take a birdseye view of us he would refuse to believe that this phase of monopoly had entirely escaped the attention of those "students" who have so relentlessly pursued the subject of monopoly.

Besides constituting in itself the most comprehensive and most destructive monopoly, it nurtures and supports most of those of all other forms.

Perhaps the most frankly dominating trust is that of coal, and we will to it put the test of our statements.

It is more nearly "absolute" than most monopolies; its power lies in its ability to make its own price for coal and incidentally its own price for labor, and this power is derived first from its ownership of a large portion of the available coal lands, and next, from its ownership or control of the coal carrying roads.

Its theory of land ownership is not merely for its present working needs, but mainly to forestall all future needs and to make perpetual its power over both the coal and labor markets.

If its land ownership were disturbed, two things would happen: Capitalists and business men now only too alert for such opportunities would be glad to produce the coal for, say, fifty per cent. lower prices, so taking away its monopoly market; this would make new openings for labor which would also break its monopoly at that end.

This disturbance of monopoly would not however, hurt the business of coal production; on the contrary it would largely benefit, perhaps double it, as breaking the monopoly would throw open mines now unworked, stop the game of arbitrary short output, lower prices and increase production.

It is to be seriously questioned whether the monopolists themselves would be injured by compelling them to play the game of business along fair lines instead of being dogs in the manger.

We are discovering daily how little privileged people know as to their own best interest, and they are discovering that being compelled to line up with justice, morals or economics, does not always carry the measure of destruction or confiscation they predict.

This typical case of land monopoly and the conclusions drawn from it may serve as a sufficient exposition of its class, which, including as it does, all the vast mining interests, iron, copper, zinc, lead, oil, etc., make an aggregation that covers a large fraction of the entire monopoly domain.

#### Monopolies in Water

Water is a natural monopoly of ever increasing value, for power, transportation and domestic use.

Incidentally here is an inconsistency in the current economic treatment of water:—

its monopoly for transportation is universally prohibited, but potable waters and water powers are private property.

But rapidly increasing urban population is compelling municipalities to reach out for available water supply, the private ownership of which is becoming progressively unpopular.

And the demands for power with increasing cost of fuel and closer study of industrial economics is rapidly bringing available water powers into use; and though there is no widespread sentiment yet against private development of these, there is little doubt that the great conservation movement now under way will result in making water powers public property.

There is also an encroachment on land and water monopoly in the growing interests of states in their riparian rights, and of cities in their docks and water fronts.

One of the most effective similar challenges is the conservation movement against forest monopoly and exploitation.

But all the kinds of natural monopoly so far enumerated, do not combine as much value or vital importance as the monopoly of unearned increment—the value of land that comes from increased population; but as this is intangible and stands alone as a proposition of overwhelming magnitude, I will simply add it to the list and refer to it at length later on.

All monopolies relating to the land (which economically includes water) may be made to serve the people in place of monopolists almost with exactness, leaving the latter only the fair return to capital invested, and taking to the people in the form of an ad valorem tax, all of their proper share.

The justice of this process is vouched for by the fast growing sentiment against all *monopolies of Nature*; and its expediency is attested by the facts, first, that it is just, and second, that it would remove the necessity as it is currently stated, but as I prefer it, the *excuse* for the existing hydra-headed system of taxation—tariff, income, personal, internal *et al.*—upon which are built most of the monopolistic abuses not directly resting on natural monopoly.

And this concludes the statement of its *efficacy*—it would do all this with a mini-

mum of disturbance to and with *no* destruction of legitimate business; it would be a simple, conservative, and constructive restoration of natural law.

#### Artificial Monopolies Based Upon Natural Ones

Taking the artificial monopolies, we should first mention those that directly rest upon the natural ones; for example, a power plant consisting of a dam, power house and electric lighting system; a coal mining and even a selling organization; a steel making and selling business which but for its ownership of mines would be open to competition.

These are not necessarily monopolies, but are able to exact *some* measure of profit due to their natural monopoly and often owe complete supremacy to it.

Railroads and all public services in the nature of common carriers are well understood to be monopolies that are absolutely controlling the vital activities of the people. These are rapidly coming to be recognized as essentially public property; the profits are going into corporate pockets still, but the fast increasing measures of public control are wholly inconsistent with any other theory than that of ownership.

And I confidently predict that most of us will live to see every railway, express, trolley, electric light and power, gas, telegraph, telephone and similar service owned and operated by the government.

This will leave us with a fine assortment of industrial monopolies, almost too numerous to mention or describe, or perhaps to cure. A few will be "absolute," a vast majority partial and perhaps most of them with wings clipped by the evolution we shall have passed through, will be subject to release from suspicion.

Many will unravel into legitimate business, being of that class which to-day almost defy any safe judgment of their monopolistic character, due to the complexities I have referred to.

But the remainder will doubtless be a hardy bunch grown strong by nearly a century of forced feeding at public expense backed by a centralized money power.

#### The Hard Problem of the Trusts

Now, what is to be done with them? They are monopolies—trusts! They are



supposed to be exacting high prices and excessive profits by reason of this fact. Shall we kill or cure them?

That should depend on them.

If any of them prefer martyrdom to reformation, grant them that privilege.

Then, how shall they be cured of the habit of unearned profits?

Obviously by withdrawing any special privileges they enjoy.

Yet our present plan is to "foster" them and it is almost to laugh, to consider *remedies* for them as evils in an academic way, while giving them almost a monopoly of our taxing power, in our practice.

The fact is, these trusts are not unmixed evils, but there is enough evil in most of them to warrant their being so classed for the purposes of very close analysis and treatment.

But this process will not be worked out in magazines, even by writers of true economics; nor by individual statesmen or lawmakers.

So intricate is the mixture of business and monopoly in these institutions, that only a process of evolutions will unravel it in the mutual interest of *business* and the *people*.

Natural monopoly must first be separated and either physically or by control through taxation, be restored to the people who *naturally* own it. This will leave business *freer* than ever to be active, because now monopoly always blocks real business, as cited in the coal trust instance.

And this freeing of business will free labor from wage slavery, and *naturally* equalize wages.

Just how completely this disposition of natural monopoly by the processes noted will go into the ramifications of industrial monopolies and work out the same restoration of them to business and labor, I will not attempt to say, nor concede that anyone can.

But I need hardly point further to the inevitable conclusion that with no landed monopoly to support, aid or abet them; with the protective tariff withdrawn; with the field of general industry opened wide to them, most of them would naturally respond to competitive influences.

This is the parting of the ways with Democracy and Socialism, the latter claim-

ing that while a good start will have been made, as outlined, industry must be literally taken over.

But I submit that this is mere prophecy, and that my prediction that with underlying monopolies and special privileges withdrawn, the artificial ones will "play ball" is as good as theirs—and a great deal better.

My proposition is that Socialism toward which we are rushing, is *radicalism*, but that fundamental *Democracy* which some of us have forgotten, is the only true conservatism, and that it *must* be restored.

And all of this I consider is as vital to business as it is to humanity.

## Business Insurance

By L. C. Ball

**S**UPPOSE it were possible for you to take out a policy with a reliable company, insuring your business against losses from hard times, panics, inefficient help, and errors in plans, judgment and decision.

If the premiums were figured on the same basis as life and fire insurance, you could for a small sum insure yourself an absolute profit every business year.

Would you take this kind of insurance if you could get it?

The chances are you would. It would take off from your shoulder the chances of loss in business, just as fire insurance makes good your property loss and life insurance provides for your widow and children.

The question arises, why can not such insurance be given?

And the answer is that human nature is an uncertain quantity while fire and mortality hardly ever are.

There is only one way to insure against losses resulting from conditions inside and outside, and that is by training the "human nature" connected with your establishment to be more efficient, more diligent, stronger in personality and business judgment, including the ability to know the kinds of people with whom they must deal, and to treat them accordingly.

Prepare yourself for the world as the athletes used to do for their exercises; oil your mind and your manners to give them the necessary suppleness and flexibility; strength alone will not do.—*Chesterfield*.

# The World Peace Movement and the University Professor : *by* Grant Showerman

*From a Document of the American Association  
for International Arbitration, February, 1911*

**T**HE professor sat in his study, meditating on war.

I hasten to reassure you. The professor was a thoroughly pacific character. It was war in the past, not war on the future, which concerned the meditations of his heart.

Of the general desirability of beating spears into pruning-hooks and swords into plowshares, and of converting cruisers and big guns into canal-boats and steel rails, he entertained not the least doubt, and looked forward with hope, if not with expectation, to a time when there should not be war any more and the high cost of living should be humbled to the dust.

You could tell from the study that the professor was not a man of war.

Landscapes and Roman aqueducts and Greek temples adorned the walls, and on the shelf was a pile of international conciliation essays.

The boots that hung above the desk were not the army boots of a revolutionary great-grandfather, but the copper-toed survivals of his own fast-growing four-year-old childhood.

## **The Professor a Lover of Peace**

No, the professor was a lover of peace. He loved it so well that he spent no considerable part of his salary for it—he paid without resistance, and almost without question, all the household bills; accepted as just, equitable, and inevitable the estimates of carpenter, plumber, and drayman; threw up his hands in surrender at the approach of the emissaries of charitable, religious, and educational organizations, and all the multitudinous other agencies for public and private improvement.

This no doubt convinces you that the professor was not by nature inclined to belligerence; but it is not telling you how he came to be meditating on war. Let me make plain the way his innocent thoughts had come to form such dangerous associa-

tions—for this was not the only time they had exposed themselves to the corrupting influences of evil communication.

The professor's business was not different from that of most other professors in the humanities; he was always dealing with the past—the lifeless, forgotten, impractical past, as wise people love to call it. Its records in literature, and history, and sculpture, and painting, and architecture, and the ten thousand petty remains of everyday life in museum and excavation—to interpret these was his main concern.

## **The Value of the Past**

The professor's justification of himself for this eternal dwelling on the dead past was also not unlike that of most other professors of the humanities; familiarity with the past was a desirable part of the foundation on which to erect the edifice of action in the present. As an individual, you were a more intelligent liver of life for knowing the life of ages gone; as the member of a commonwealth, you had more enlightened ideas as to what society ought to avoid, and what she was to cleave to. Considered in this light, the past was not dead and useless—not more than the food that had nourished your body in childhood, or the unseen foundations of the rising edifice.

Until you were prepared to take the position that individual conduct was not in any measure properly and profitably based on past personal experience, it was hardly reasonable to hold that humanity as a whole, or the separate nations that composed it, could with safety remain ignorant of the past, or disregard its lessons.

Let the statesman consult the professor of history before tinkering with the tariff.

I am here, however, neither to bury the professor nor to praise him, but to tell you of his meditations on war. Let us take him as he is. He may at least amuse us.

Well, then, the professor—like, indeed, most readers of history; after all, it is the

common experience I mean to record—had often been impelled to reflect upon the way in which war seemed inextricably inwoven into all the manifestations of civilization.

#### The Place of War In Civilization

That part of the formal record of the past which was in books and was called history was largely—almost wholly—concerned with the elevation and abasement of kings and nations, with the march of armies and the alarm of battle.

Periods of peace were dismissed with paragraphs, or omitted with mere mention; wars were detailed with painstaking care.

Even the accounts of peaceful intervals were filled with enumeration of the results of war, or with description of measures for defence and aggression to come.

To complain that history *should* have recorded other enterprises of pith and moment might be just, but didn't alter the fact. Clio *had* chosen otherwise. Her sentence had been for open war; and, what was more, in proportion as she dwelt on war was the interest of her audience—lecturer and student, publisher and public.

#### War In Literature

But formal history is only one part of the record of the past. The professor's thoughts passed to other varieties of literature, and found them, too, hardly less given over to the narrative of war. The great epics were concerned with exploits in the field, with the sacking of cities and the adventures of home-returning heroes:

Wrath of Achilleus, son of Peleus, sing,  
O heavenly Muse, which in its fatal sway  
Thousands of griefs did on the Achaians bring.

Sing me, O Muse, that hero wandering,  
Who of men's minds did much experience reap,  
And knew the citted realms of many a king,  
Even from the hour he smote the Trojan keep.

Not even Christian epic was free from it. The Song of Roland, Ariosto's interminable and glorious kaleidoscope of chivalric adventure, and Tasso's bright story of combat about the Sacred City—were epics of war:

The sacred armies, and the godly knight,  
That the great sepulchre of Christ did free,  
I sing.

Yes, even the Puritan poet soared farthest above the Aonian mount when under the

inspiration of imagined battle on the plains of heaven:

But see! the angry victor hath recalled  
His ministers of vengeance and pursuit  
Back to the gates of heaven: the sulphurous hail  
Shot after us in storm, o'erblown hath laid  
The fiery surge that from the precipice  
Of heaven received us falling, and the thunder  
Winged with red lightning and impetuous rage,  
Perhaps hath spent his shafts, and ceases now  
To bellow through the vast and boundless deep.

#### War In Art

It was not greatly different with other forms of art. The great sculptural friezes of Greek temples were alive with Centaur and Lapith in the death grapple, with Greek and Amazon, Persian and Hellene, God and Giant, with trooping cavalry and chariots of war.

The Roman covered column and arch with the triumphal procession, the hard campaign on the Danubian frontier, the taking of cities in the Far East. Knights in armor stood forth on cathedral fronts. The modern Dane depicted the triumph of Alexander, the American the march of regiments and the career of mounted generals, the German his mail-clad ancestors and heroes of today.

Painting, too, was no exception; nor the minor arts more than the major. Through the whole web of the human record ran the bloodred thread of war. On every hand stood forth evidences of the high seat it occupied in the imaginations of men.

#### War and Great Periods of Art

Yes, and further still, there was even a more intimate relation between war and human record than the mere preemption of it with the matter of war, or the impregnation of it with the spirit of war.

War not only furnished the theme for the record, but was the inspiration that helped make the record possible. In other words, art was what gave permanence to record; and war seemed to be intimately connected with the inspiration of art.

History seemed to say that the great periods of literature and the other arts were commonly the periods following on the struggle of nations; the Golden Age of Greek art after the achievements of Marathon, Salamis, and Thermopylæ, and the

final assurance of Hellenic triumph over barbarism; the Augustan Age, following the establishment of peaceful empire after centuries of bloody campaign; the outburst of English literature after the scattering of the Invincible Armada; the flowering of Spanish art after the fall of the Moor, of the art of the Netherlands after the rise of the Dutch Republic, of Teutonic art after Sedan and the nationalization of Germany.

Could it be accident that in every case it was in the period succeeding the stress of martial conflict that the finer life of civilization was quickened? Out of the blood of war, seemingly, sprang the flower of idealism.

Success in the test of war begot confidence, well-being, enthusiasm, exaltation; in the longer or shorter period that intervened between achievement in war and the degeneration of assurance and thankfulness into carelessness and insolence, the hearts of the victorious people expanded in gratitude and generosity; the memory of dangers escaped and hardships endured and deeds bravely performed bred high qualities; and those who were possessed of vision and the poet's dream felt the inspiration of the time and gave beautiful and lasting expression to the deep experiences of themselves and their people—and great art came into being.

#### The Other Side of the Shield

But the professor's thought halted. Granted that war *did* stimulate art. What of it? Were a few jingling verses and a water-color or two worth the bloody price?

It did not take long for the professor to find answer to his own question. No! If art meant only *jeux d'esprit* and drawing-room decoration, a thousand times, No! But then, he was not thinking of art in those small terms; he was giving it the largest possible meaning.

Art was only a sign—the sign of a people's spiritual condition.

Art was the translation of the deep experience into visible terms—into Cologne cathedrals and Parthenon sculptures, Renaissance paintings, stirring epic and drama, impressive liturgy and imposing ceremonial, powerful oration, inspiring sermon, and swelling anthem. It meant eloquent appeal, idealism, emotion. It meant progress; for

progress was only the result of idealism crystallized into action by emotional appeal.

Nor was this all. The visible product, art, a sort of record sprung from the best and deepest in life, helped inspire in turn in the hearts of men the same high emotion which had called it forth. In a word, art embodied life and conserved life, and made life more abundant.

Surely, if war contributed thus to fuller and finer life, it should not be too hastily condemned. It looked for the moment as if Mars was to carry the day on the battlefield of the professor's mind.

But the professor's thoughts suffered another obstruction. He had been thinking of the ideal aspect of war; waving of banners and strains of music and shouts of victory and the flush of enthusiasm had filled the foreground of his thought, and crowded into obscurity the bloodstained tatters, the groans of men in agony, the cries of the bereaved, and the pallor of death. He had forgotten for the moment the blood and bestiality of the field, the languishing in hospital and prison, the hardening of hearts, and the emptying of homes.

And he had forgotten that there were two sides to conflict and that one had to lose. What the victor gained, the vanquished lost.

It was not *mere* struggle that begot the uplift of spirit that followed upon war; it had also to be *successful* war.

There was glory, but also shame and suffering. Did it balance?

#### Progress by the Successful

For this question, too, the professor found answer—almost against his will. The march of civilization was the march of victors, not of vanquished. Progress was measured by what survived, not by what was lost—by men, not by elephants and reindeer; by Greeks, not by barbarians; by American citizens, not by Indians.

Perhaps there *was* injustice in the process—many thought there was; and again, perhaps there was much less injustice than the world usually thought. Not all victors were unjust.

There were persons who even held that "no victory was possible save as the resultant of a totality of virtues, and no de-

feat for which some vice or weakness was not responsible"; though that was at best a hard saying.

And again, even if the victors *were* unjust, perhaps the injustice was only one phase—and a minor one—in a great movement which resulted in the larger justice. Perhaps it *did* balance, after all. Perhaps the bounding ahead of the victor resulted in so much of impetus to the race as a whole that it more than compensated for the temporary setback of the weaker of the combatants.

The professor thus found himself, a man of peace, re-enforcing against his will the argument of the men of war. They held that war was a necessary part of civilization: without it men would grow weak and flabby in body and spirit, and nations lose cohesiveness and identity; his own argument impelled him towards the conclusion that without war men would lack the full impulse of the finer sensibilities which were more necessary to progress than strength itself.

#### The Causes of War

The professor resisted the leadings of his thought. Like most people, he wasn't going to believe what he didn't enjoy believing—at least, if he could help it. Perhaps this interpretation of history was wrong in spite of the fact that so many thought it right. Perhaps, even if it were right, there was too much value set upon the qualities bred by war. Perhaps civilization could dispense with them, and perhaps even the cohesion of nationalities was not necessary; though this was hard to believe.

At any rate, whatever view you entertained as to the desirability of war, the fact of its presence through all history was not to be disputed. This might not prove it desirable; did it prove it necessary?

The professor was minded to look into the causes of war.

Was there anything in the constitution of human nature that made war inevitable? Did men *have* to fight?

If war was inherent, he would be relieved of the burden of determining its precise effect.

With some eagerness, and yet with some misgiving, he reached for pencil and paper. He agreed with his psychological faculty

friend, who "had yet to learn of any wisdom or folly, virtue or foible, habit, usage, prejudice, or predilection, that was not ascribed by somebody to human nature"; and he was afraid that war, too, would fly to the same refuge.

But he faced the issue with professorial boldness; he was one of the "fearless searchers after truth" that you read about. Just why a professor should be credited with courage because of a willingness to come to conclusions that nobody pays any particular attention to anyway, is not clear; but never mind that.

First among causes of war, of course he set down selfishness. Nations coveted the possession of other nations—their territory, the oxen and the asses and the houses of their neighbors, if not their wives. You might dignify this by calling it the economic cause, but it was at best a swinish cause, and the least worthy of all. It not only provoked the calamity of actual war, but brought on the wastefulness and hardships of peace.

The possession of great power—more battleships, greater armaments, heavier battalions—was as potent for the acquisition of prizes as the exercise of power in actual war.

Modern peace was only a near relation of war; of different sex, so to speak, but of the same blood. The burdens it imposed were more exasperating, and nearly as heavy—heavier, in the long run. It spoke fair words, but insincerity hung upon them.

Like the sordid philosopher who counselled the holding of friendly affection in leash—"so love as if you were one day to hate"—many professed friends of conciliation conducted themselves in peace as if they were some day going to war.

#### "The Nature of the Brute"

Secondly, there was the natural restlessness of the human spirit. The quietest of persons were not without their moments of desperation, when anything was welcome that broke the monotony of everyday plodding, or contributed the thrill of excitement and renewed interest—the same desperation that drove sober people into the social whirl, filled the amusement parks with thirsters after thrills, urged the jaded

wealthy on to the pleasures of dangerous sport, set the student body to plan nineteen-game intercollegiate schedules, and impelled professors to give new courses.

But this outcry of the spirit was not alone. There was also the outcry of the flesh, intimately allied with it. For men of health and vigor, there was keen delight in physical danger and combat.

The craving for physical activity was one of the most pronounced qualities of human nature. The student went into heavy athletics, the schoolboy careered incessantly about the playground, plug-uglies broke each other's noses, and hobby-riders rode themselves into a frenzy—all for the sake of doing something, and doing it more skilfully, or harder, or faster, or more often, or on a closer margin, than anyone else.

What ecstasy like that of the soldier charging through the rain of death?

*Methinks I hear the drum's tumultuous sound  
The victor's shouts and dying groans confound;  
The dreadful burst of cannon rend the skies,  
And all the thunder of the battle rise.*

The poet might say Marlborough's soul was unmoved in the shock of charging hosts as he taught the doubtful battle where to rage, but the professor knew better. His own unwarlike soul was far from being unmoved at the very sound of the lines.

And again, there was the poetic aspect of warfare. There was the appeal of the spectacle of war. What spirit could resist the stirring challenge of multitudes of uniformed and marching men, of drums and music, of waving banners and nodding plumes, of heavy galloping squadrons, of beautiful beribboned ships and loudly booming guns? Who had not felt, even in time of peace, the surging of the warm blood of emotion at these sights and sounds? It was stirring even to read of them, as the professor had just proved.

#### The Idealizing of War

And this was nothing to the rousing of spirit when ranks on ranks of bronzed and dust-brown men marched by on the way to the theater of actual war.

And there was the appeal of the ideal. Somehow, it was difficult to get men to remember the ugly side of war.

One roll of the drum, a single bugle-call, one sight of marching regiments or smoking men-of-war, and the work of a year of sermons and speeches and essays was undone—the bloody horrors of war, and all its injustice, sank out of sight, and only visions of the glorious ideal remained. The material aspect of the campaign disappeared; the spiritual held the field of imagination. It was as if all the features of war were as good as its best features. In nothing was the confirmed idealism of mankind more apparent.

Still another cause the professor set down. You might conceive national, as well as individual, personality. Just as individuals were impelled from within to project their personalities out and beyond the narrow limits of the mere body, and sometimes encountered other personalities projected by other individuals from the same impulse, and were driven to enter into conflict or prove recreant to the law of growth on which their being depended; so nations, in the expansion due to the natural growth of their powers, were obliged, by promptings they could not help, to brush aside the obstacles they met. Growth was the law of nature, and nature was full of cruelties and violence, inevitable and innocent. When elms grew too near together, they entered into war for the possession of space and sunlight, and the weaker suffered. Individuals, and nations, came into conflict through mere obedience to a power not themselves. Now then it was no more they that did it, but nature that dwelt in them.

#### The Causes Inherent in Human Nature

Such seemed the causes of war, and it was as the professor had feared; they did seem to be inherent in the nature of things.

So long as there were men, there would be the delight of struggle, and the emotionality that made men forget.

So long as there were men and nations, there would also be personality, and pressure and conflict. As for selfishness, perhaps the time would come—far, far distant, when the earth should be full of the knowledge of the Lord, as the waters cover the sea—when there should be no taking of advantage. Let selfishness pass as incidental, then. There was possible no such far-

disposition of the other causes, however; human kind without emotionality, without swiftly coursing red blood, and without the outreaching of personality, was inconceivable.

Taking all things together, the lesson of history seemed to be re-enforced by the lesson of human nature. The lower orders of nature had the same story to tell. The whole universe had been begotten in the warring of atoms clashing against each other with infinite activity.

#### War of the Militarist Not Essential

Would it go on forever? The professor shrank from believing it. After all, what his train of thought had proved inevitable in human life was not necessarily the war of the militarist. There were other kinds of war. In other words, it was struggle that was necessary and desirable, and struggle might take other forms than war.

The problem, then, was to do away with war, but to insure the seeming effect of war by the substitution of some other variety of struggle.

But was a substitute possible? What should it be?

The struggle against nature, someone suggested—with disease and filth, with broad acres of soil that were ready, under the hands of agricultural battalions to yield easy sustenance to now hungry nations.

The struggle with detailed forms of evil in the civic body, said others.

The struggle of commerce, suggested the modern, practical school—as if commerce could not be so sordid as to be worse than war. The struggle of ordinary everyday life, said still others—the “discipline and encouragement of the sterner virtues in the daily round of domestic, business and personal life as well as in the thousand and one acts of helpfulness and generosity and sacrifice by which the sweetest, as well as the strongest, characters in this world are made.”

None of these substitutes was perfectly convincing to the professor. The last suggestion seemed the most reasonable, and he was sure it would work with professors and other people of easily cultivated virtue; but it seemed to take no account of the problem of national development. Nevertheless, he

was ready to make trial of any of them—except commerce.

#### The Abolishment of War

Having thus become disposed to accept a substitute for war, the professor addressed himself next to the problem of getting war out of the way. Arbitration, of course. But how make selfish, or angry, or enthusiastic people willing to accept arbitration? As a matter of fact, you couldn't make them willing; you could only force them. And how would that be possible?

How else than by national sentiment, or by the sentiment of the whole world? To rouse this sentiment was the problem.

The professor had two suggestions; or, rather, he had been attracted by two out of the many he had seen.

In the first place, let nations ascertain the exact causes of the wars they were called on to fight and pay for. Let them avoid the silliness and shame of pouring out blood and money for the satisfaction of quarreling individuals or cliques. Let them look especially well to the commercial causes of war.

Most wars were sprung of sordidness and selfishness, though they were made to parade in the white robes of righteousness. Dollars and cents and bales of goods were at the source of streams of suffering that overwhelmed whole nations.

The professor was in accord with a Casius of his own country, a great observer who looked quite through the deeds of men; “I am one of those who look for the simplest motives in explanation of action or of conduct. My impression is that somebody makes something by reason of the huge expenditures in preparation for war. Have you ever noticed that about the time that the appropriations for military purposes are under consideration in the congress, in the house of commons, in the chamber of deputies, or in the reichstag, or just before such a time, hostilities are always on the point of breaking out in two or three parts of the world at once?”

#### Some Ways of Making War Unattractive

The professor felt like adding to this suggestion. Let convenient arrangement be made for the parties most interested in



war to do their own fighting. How much more economical, both in time and money, for a pair of kings or a couple of squads of steel or cotton brokers to meet on the border and settle in any reasonable way they chose the quarrel they had stirred up, while the rest of the nation went on earning its living like sensible people.

But this was only a professorial suggestion. The professor knew it would never be followed—especially if it went out under a professor's name.

In the second place, let men not only know for whom and for what they were fighting, but let them know in all fulness what fighting meant.

Let poetry be separated from economics in the one case, and from the miseries of hell in the other case.

Let men be told more of prisons and hospitals and horrible pain, and less of the glory of dying for their country—*i. e.*, coteries of rich gentlemen in dress suits.

It wasn't enough to say that war was hell; the metaphor had never been vivid enough, and now the easy theology of the day was robbing it of all the potency it ever had had. Let them see in all its hideousness the grim-visaged front of war—not smoothed by the retouching of the photographer, but with every ugly wrinkle showing in all its repulsiveness.

If these suggestions were followed, particularly the first, war was sure to be less frequent. To be rid of demonstrably selfish wars would mean all but universal and everlasting peace.

To be rid of all war seemed too much to hope for.

Perhaps it was not to be desired. The assumption of the peace enthusiast that war was the worst possible thing might be mistaken. Was war worse than dishonor? Was it worse than unbroken, monotonous sordidness? Was it worse than lethargy and stagnation? There were wars and wars. Might there not be righteous wars? Was it possible to arbitrate all differences? If anyone stole the professor's purse, he took from him trash for whose return the arbitrator might provide; but if anyone filched from him his good name, the case was not so easily adjustable.

This was the extent of the professor's contribution to the peace movement—ex-

cept that he lived decently and in order, cultivated ambitions that did not lead to the ways of war, and invited the rest of the world to do the same.

After all, he often thought, the character of nations depended upon the character of their individuals.

### A Bad Start, but—

There are more ways than one of skinning an eel, and sometimes one wins by doing it the other way. The Yankee pedler who strolled into a southern general store offended the gods of salesmanship most grievously when he opened the conversation with a suggestion against making an immediate sale. But, as every one knows, it is never safe to paste a "Fool" label on a man until he has played his last card in the game. Witness this. The Yankee opens.

"I guess I couldn't drive a trade with you, Colonel?"

"I reckon you calculate just about right," was the decided reply of the merchant, who had "had dealings" with Yankee peddlers on previous occasions. "Get out?"

"Oh, well, don't get riled up—no harm done. Now just look at this dozen genuine razor strops, easy worth \$3—let you have 'em for \$2, Colonel."

"I wouldn't touch any of your trash—you get out," the merchant declared.

"Well, now Colonel, I always like to do some business in a place. Tell you what—I'll bet you \$5 that if you make an offer for them strops we'll make a trade."

"I'll go you," said the merchant, "and," he added when the stakes had been put up, "I'll give you a quarter for the strops."

"They're yourn, Colonel," said the Yankee, pocketing the wager.

The safest asset a manufacturer can have is a favorable opinion of his article held by those who have tried it. The more people who hold it the better for the manufacturer. Such a man is to be envied: his plant may burn, his salesmen may leave, his competitors may cut, his jobbers may desert, but none of these things can destroy the good-will towards a good article which resides in the minds of pleased consumers.—*Selected.*

# Efficiency—The Key to Profit and Success in Business : *by* Charles H. Pattison

**S**UCCESS in business is controlled by law just as the operations of Nature are controlled by laws. Water does not run uphill, and a body heavier than air will follow the law of gravity.

The man who expects to succeed in life and does not obey the law of success, is doomed to failure.

What is the law of success? It can be stated in one word: Efficiency.

What is efficiency? Latson says: "Efficiency depends merely upon obedience to those laws which govern the action of the body, mind and spirit." It means greater ability, reliability, endurance and action. It means developing the positive qualities because they conform to the law, and destroying the negatives because they are not in harmony with the law.

Business is bound to become a science and its operation an art. The man in business must of necessity become a scientist and an artist if he is to succeed. How is he to become a scientist and an artist? By being efficient.

Under present sociological conditions, business is the principal element in the existence of the race. Shall it continue to be merely a matter of guess-work, or shall it be put on the plane of science?

## **The Ways of Increasing Profit**

The chief element in business is profit. The constant aim of every man in business is to increase profit. There are two ways, and only two: One is to increase price and the other is to decrease cost. We shall have to eliminate the first, as it is self-destructive, for if that is continued, necessities will become luxuries, and the volume will constantly decrease until the business is destroyed. Consequently we have only one safe way to increase profit, and that is by decreasing cost.

There is just one way to decrease cost, and that is through efficiency.

The foregoing statements being true, how are we going to become efficient? You will note that Latson says efficiency de-

pends upon obedience to those laws,—and as obedience depends on knowledge, it follows we must know the laws.

To obey or apply these laws, we should analyze ourselves and find wherein we are lacking in ability, reliability, endurance and action. When we realize our deficiencies, it will not be difficult to put ourselves in harmony with the laws.

Professor James stated in his article on "Man Power," that we do not use twenty per cent. of our mental powers. Professor Boris Sidis makes a similar statement. Thus, if we use one hundred per cent. of our powers for only a short time, our negatives will decrease and fade away as the mist before the sun, and we *shall be* efficient.

## **What Constitutes Efficiency**

An employer does not pay for an hour or a day's time, although these terms may be used for the purposes of computation. He pays for the specific action of the employee. This action is perfect or imperfect, rapid or slow, according to the efficiency or inefficiency of the employee.

As it is the intent and the desire of the employer to pay for the result, the time will come when men will be paid for their service on a metric system. That is justice. Institutions will by analysis find the maximum satisfactory action of an efficient employee, and that maximum will be the basis for the payment for services. This will apply not only to the man who is loading iron, but to the man who is paid for his mental processes. It will be necessary because competition will require it. Life will not be harder; work will not be more difficult. Watch the master or adept in any line and see how easy his effort is.

It will mean, however, knowing the laws that govern the mind, body and spirit. Life will be more difficult for the drone or the man who does not care, but for the adept or master in any line, the effort will be easy. When we are in accord with

natural laws, then Nature adds her strength to ours.

### The Source of Efficiency

When business becomes a science instead of an accident, each individual unit will be analyzed and studied and then made efficient by proper instruction.

By each individual unit, we mean every element from power plant to president. This instruction should primarily come

from outside, and from men who know the laws and who are adepts. After the institution becomes efficient, it can be made self-perpetuating within the institution.

As we rise from the self-plane to the universal, we realize more and more the fact that we are our brother's keeper, and that our efficiency and the efficiency of those with us means greater light, greater power, greater opportunity, and all that makes life worth while.

## Which Was the Better Ad?

By T. J. McLAUGHLIN

**I**T ALL happened in a street car. An acquaintance of mine was favorably impressed with a "cough-cure" advertisement that he saw there.

"I think that is a very clever ad," he said. "That one over there," pointing to an ad with a picture of five policemen, worded, "Five Coppers will cure that cough."

He went on, "I think the application is fine. Yes, sir; that is about as good an ad as I have ever seen."

In that very same car was another ad—also of a cough-cure.

This ad was printed in one-size type. One word was as important as another. A picture of the cough-drop was shown and three paragraphs of good reasons were printed thereon.

My friend read this ad also, but never a word of praise.

Time went on, as it usually does, and finally one day my acquaintance showed up again. In the meantime he had contracted a bad cold. Of course I expected to see him pick out a "five-copper" cough drop to help make the aforesaid cold vanish, but, much to my surprise, he had a box of — drops, the other ones that were advertised in that street car.

"Why, what's wrong?" I exclaimed; "I—I thought you were so impressed with that 'five-copper' ad that—"

"Yes, I know," he interrupted. "I was impressed with that advertisement, but the copy for this cough drop was worded in such a manner that it became intelligible to

reason—so much so that for the time being I forgot the "copper" advertisement had ever existed."

This little incident suggested the question.

For business purposes I favor the picture with an ad in it. I will tell you why. Because it advertises the product. With the other style the product is incidental. The street car incident proved it.

For more evidence I refer you to the advertising section of any standard magazine. In these mediums the folly is manifested every month of the year.

Of course these advertisements with pictures in, pay. So does the average farm, for instance; but you know how the schooled farmer nurses the soil and eventually coaxes from this soil better fruit and vegetables, while the general farmer blames the weather.

So it is with general publicity—it merely covers the surface, while the "reason-why" copy plants the gist of the proposition down deep into your subconscious mind. You take that proposition to bed with you, so to speak. And you can not help it. You can not stop the activity of the thought the logical words suggest. You can not quit thinking. In order to change this thought new ideas must be introduced to take the place of the mental image already established. If this does not happen, then when the moment comes you will act as the advertiser suggested, just as my acquaintance did when he had a cold.

I repeat, for business purposes I prefer the picture with an ad in it. Socially I admire the works of *art*.



### Seeing Life

WE WERE all sitting on the end of the long pier, fishing. Socratic, Wiggins, Fussberg, and Dubheimer were ripping up the big blue swells for sea bass. I had a pencil instead of a jointed pole, and was angling for an idea for this very story.

Wiggins snuggled up to his environment like a puppy having his back scratched. As usual, when pained or pleased, he was emitting orotund language.

"Here we have perfect poetry of color," he boomed, making a strong but awkward cast, "and a perfect picture of harmonious sound."

"Repeat, *da capo*, Wigg," laughed Fussberg, jerking his line out of the wet and snapping on a new bait. "Your metaphors are not team-mates."

Wiggins fished on in deadly seriousness. Nor did he cease the billowing flow of his vocal stream.

"The sunshine caresses like the hand of a lover. The sky is like a dome of flawless sapphire, hung with slender scarfs of filmiest lace. The Pacific chants to us, in soft basso profundo, its song of peace and poise. Can't you hear it tell how tiny is the commotion of its breakers on these rocks, how insignificant are its laughing ripples, its storm-lashed surges, and even its sobbing tides, compared with the miles upon miles of calm water, eternally undisturbed, under the seemingly restless surface. It always soothes and steadies me to hear the message of the sea. It reminds me that, even though the surface of my life may have its ripples, waves, surges, billows, and even tides of adversity, there is a vast ocean of goodness, beauty, and truth, underlying it all, forever at peace."

"You ought to have that voice of yours set to music, Wigg," grumbled Dubheimer, who had caught nothing but kelp, and was a little out of tune.

"Why, I do sing," blundered Wiggins, missing the point.

Dubheimer let it go at that.

But Fussberg wasn't satisfied.

"Beautiful stuff, Wiggins," he owned, "but what does it mean in English? Careful now, you're likely to uncork something big."

### Wiggins' Philosophy

"What I mean is that our lives are but expressions of great cosmic forces—or, I might say, a great cosmic force—and that their inharmonies are trivial and mostly imaginary. In this great elemental force there is only goodness, beauty, and truth, and it is perfect in peace because perfect in power. When we can realize our oneness with it, then, no matter what the surface indications, our lives express goodness, beauty, and truth, and we are poised and peaceful."

"Sounds like distant evening bells," old man, doubted Fussberg, reeling in restlessly, "but if you had seen more of life, you would know that it takes something more than pretty words to put the jangled chords in tune."

"Choosing to ignore your irreverent allusion to 'pretty words,' varlet, I demand to know what you mean by seeing more of life. I happen to be three years your senior."

Fussberg solicitously spat on his bait, then made a quick and graceful cast.

### A Dreadful Accusation

"Yes, three stolid, sainted years, like all the rest on your calendar. You have never dallied with wine, women, and song. You

have never backed your reckless guesses on the turn of a card with cash. You have never shot the glasses off the bar or helped string up a horse thief. You haven't seen life at all. You can't get the point of view of the man who has gone the pace—as most of us have."

"Well, I've often wondered about that," sighed Wiggins, wistfully. "Sometimes I have thought that it might have been a good thing if I had at least sampled a few of the wicked ways of the world. But the temptation to go the limit was so strong in me that I thought it wise not to begin."

Socratic had been fishing in his usual scientific way—silent but alert—and keenly enjoying the sport. When Wiggins and Fussberg got to this point, he was just slipping his fifth bass into the basket.

#### A Volley of Metaphors

"Have to set a house on fire in order to study architecture?" he propounded. Then I knew that I had caught a story.

Wiggins and Fussberg looked at each other like two boys caught stealing jam. Each waited for the other to incriminate himself. Of course it was touchy-triggered Fussberg.

"No, but you do have to lacerate some flowers to study botany."

"But do you learn to know the roses, Fussberg, by gathering the weeds?"

"No, not exactly that, but you don't know plant life unless you do know the weeds."

"Do you have to wear or eat the weeds in order to know them?"

"No, of course not, but you can't show others how to steer their course unless you have been through the rapids in your own canoe."

"But do you have to knock your canoe full of holes in order to learn the course?"

"No."

"Do you have to go through spells of small-pox, yellow fever, pneumonia, gout, ankylosis, anthrax, appendicitis, exophthalmic goitre, cerebro-spinal meningitis, elephantiasis, and measles in order to tell people how to live according to the laws of health?"

"No, I suppose not."

"Do you have to go through a siege of blindness so that you can see? Must you freeze before you can be warm?"

"No, no, no, of course not; but what have any of those things to do with this question, Socratic? Knowledge is power. And a first-hand knowledge of vice ought to be a power in the hands of a man who has an ambition to lead others to virtue."

#### Vice Not a Monster but a Vacuum

"But what is vice, Fussberg?"

"Vice? Why it's—er—why,—why vice is the absence of virtue, I suppose?"

"Is there, then, any particular value in knowledge of a negation?"

"But we must know life as it is—the shadows as well as the lights."

"Learn anything about life by studying the absence of one of its elements?"

"Yes, I should think one could."

"Does a man really know darkness who has never seen light?"

"N—no."

"Who is it, then, that knows both light and darkness?"

"Why the man who knows light, of course."

"Who really has the best understanding of ignorance and the way out, the wise man or the ignoramus?"

"The wise man, of course."

"Who knows best about laziness, the industrious man or the loafer?"

#### A Big Job Ahead

"Well, the hard worker, of course. I am convinced, Socratic, on that score. But wouldn't the man who had been a loafer and become industrious have more sympathy with the loafer in trying to help him?"

"If that is the case, how many years would it take you to cultivate a proper attitude of sympathy toward all the unfortunate? And how much would there be left of you after you had prepared yourself to sympathize with the murderer, the highwayman, the opium fiend, the incendiary, the degenerate, and all the rest of them?"

"Give it up."

"Besides, what is your experience? Who are the harshest critics of the weak? Who condemns most bitterly those who fall?"

"You win, Socratic. I know well enough that the stronger, truer, and cleaner a man is, the more kindly and patient he is with those who are weak and erring. But to get back to the previous question—why is it that Wiggins' beautiful ideas would only be laughed at by most men?"

"Is there truth in what Wiggins says?"

"Yes, I suppose there is."

"And don't men respond to truth?"

"Yes, if they can be made to understand it."

"Some people would understand the thing the way Wiggins put it, wouldn't they?"

"Oh, yes."

"And others would have to get it through their heads by answering a long series of questions, perhaps?"

"One on me," chuckled Fussberg, picking up his tackle, which he had dropped in the heat of the discussion.

After that he fished more serenely. Half an hour later I heard him say to Wiggins, "You are right, old man; it does smooth out the worries and let down the tension to get the message of the deep, deep ocean."

### The One Thing Lacking

IT'S NO use, Socratic," mourned Pejor; "I can't sell that stock you turned over to me. I thought there would be a good chance to make a couple of hundred on the side, but I can't get anybody to make a schism between himself and his money."

"Isn't the stock good, Pejor?"

"Sure, it's good."

"Be a money-maker for anyone that buys?"

"Yes, I believe it would."

"Sure about that?"

"Why, yes, I'm sure about it, I guess."

"Then, of course, you can talk it up strong?"

"Never talked a proposition stronger in my life."

"And yet you couldn't get anyone to see the stock as you saw it?"

"Not a soul."

"By the way, Pejor, just how do you see that stock?"

"Why, I see that it is a good investment."

"How strongly do you see that?"

"Why I am certain of it."

"How much are you certain of it?"

"How much?"

"Yes, how much?"

"I get you, Socratic, I get you. I'll just take twenty shares of that stock myself."

"Now you are on the way—and you will arrive."

Two days later, Pejor had sold the entire block and got enough commission on the deal to pay for his twenty shares.

One of the advantages of becoming old is that one becomes indifferent to hatred, insult and calumny, while one's capacity for friendship and good-will is increased.—*Bismarck.*

## Little Essays on Business

By LEONARD W. SMITH

THE main thing that business needs, not only now but all the time, is more backbone.

We have, for instance, the most elaborate and efficient machinery for the control of credit to be found in the world, but dishonest debtors are more common in this country than in Europe. The reason is that though the American business man could if he wanted to, he has not backbone enough to refuse credit, and so put unworthy concerns out of business.

It seems to me that any concern that is unwilling to give information about itself that will enable a seller to judge of its credit, is not entitled to any credit. And it seems just as sensible to refuse to extend credit to any firm that is unwilling to agree to definite and specific terms. Yet both classes of buyers are able to buy freely simply because the seller who feels that it is unwise to extend credit, nevertheless does so because he lacks backbone enough to refuse or hasn't courage enough to let an order get away.

And this lack of backbone is just as common among firms whose product is standard as among firms whose product is not so well known or not so good, and who might therefore be expected to go to greater risks in order to get business. If a few of the better concerns of this country could get together on this matter of extending credit and agree not to sell to other firms that will not give credit information or agree to and keep to definite terms, the situation would be much better than it is.

A lot of the things that we do to save time, as we tell ourselves, are really only done to save ourselves trouble. We wait for an elevator rather than walk down two or three flights of stairs and we tell ourselves that we are saving time. Really we lose time, but we save effort.

We take a street car to ride three or four blocks and say proudly that our time is worth far more than the carfare. In fact we save no time at all—and if we did what good would it be when we are obliged to go out to the golf links or over to the gymnasium to get exercise that we might have had by walking?

We call our private exchange and give a telephone number rather than give the number to the main exchange ourselves—and while we are waiting for the call we do nothing. Yet we should insist that we save time by not calling the numbers ourselves.

Or else we wait an hour for a stenographer to take two or three letters that we might easily have written in five or ten minutes.

We rush through the dictation of forty or fifty letters because we are so blamed busy that we don't know what to do, and then a jolly salesman comes in to sell us boiler compound or tool steel and we sit and gossip for an hour.

The fact is we Americans know how to save ourselves trouble but we know nothing about saving time. Our nervous haste makes waste.

One of the cardinal points of the new salesmanship is that the buyer should not be sold what he wants but what he should have. It will take a great many years for this new idea to permeate the entire busi-

ness world, but every day the man who keeps his eyes open sees the truth of it.

A firm puts out a new device intended to accomplish a certain process formerly done in a much more expensive way. In order to use successfully the new device two kinds of material are necessary. The firm advertises the device and the materials and orders come in, but the buyers order about a fifth of the amount of material they should have. There is a good profit on this material and there is a profit on the device, and to a great many people it would seem like sheerest folly not to fill the orders.

The fact is that it is insanity to fill them.

The buyer will not be able to accomplish the process successfully with the small amount of material he has ordered. He will condemn the device and the process and discard it. Perhaps he will advise others against adopting it. In any event his failure will injure the seller. And at the same time it will injure the buyer, for he will probably never be willing to consider the process again, and so he will miss the profit that might have come to him if he had ordered enough material to work the device successfully.

Again, many a man buys a device that is of too large a capacity for his needs, simply because the seller wanted to make the larger profit on the larger device.

Such salesmanship is bad salesmanship—and it always comes home to roost.

But the business world is learning slowly and some day a buyer will place himself entirely in the seller's hands because it will be the safest way.

## A Morning Prayer

By Ben Hughes

Bright lights of home, and nights of peace.  
Again I wake to greet the day;  
Omnipotence! Guide Thou my way.  
Grant that I, in doubting hour,  
May look within, and pause for power.  
The will to do the best I can—  
To compromise—in all, a man;  
Give me to live, and love my brother,  
Force no one down, lift up another;  
Then, when the toil of day shall cease,  
Bright lights of home, and nights of peace.  
So may I live, that morrow's morn  
Shall find me fit, with new strength born.



# How Flanagan Turned Seeming Disadvantage Into Real Advantage : *by J. N. Engle*

**H**IS name is Flanagan—E. Fletcher Flanagan.

But what's in a name? His ancestors for generations back were Germans.

When Flanagan was fourteen, he was a farmer boy with fourteen cents—or thereabouts—in his pocket. That fact, also, is incidental, because Flanagan is now thirty and has added to his cash reserve as well as to his years.

It all came about because Flanagan wouldn't acknowledge that he was beaten—because he knew that there was no difficulty so great that there was not some way around it or under it or over it or right straight through it—because he had a notion that every seeming disadvantage could be turned into a real advantage.

## Making Money Out of Disaster

It all came about through the money panic of 1907. It isn't every farmer that can make a fortune out of a money panic, but that is Flanagan's way.

You see, when the crash came and the bottom of the financial world loosened a little and threatened to drop out altogether, Flanagan had eighty head of fat porkers on hand. He had spent time and money raising and fattening them, expecting to sell them at just about that time for a handsome profit. So it was a bit annoying, at first, to find that he could hardly sell the dainty creatures at any price—and all the time they were hoggishly consuming heart-breaking bushels of fifty-cent corn.

It was a tough problem for a man who needed the money—and needed it badly.

Many of Flanagan's neighbors sold their hogs at a loss and patched up their last winter's overcoats.

But this man, as I have gently intimated before, was different.

He hung his hogs on a cottonwood tree in his yard. No, not "by the neck until dead," but by the hind feet after they had been slaughtered. The next step was to grind them up into sausage meat, this same pulverized pork afterwards being seasoned

and flavored with epicurean skill and made into country sausages that brought an *Oliver Twist* cry for "more" from every mouth that tasted them.

So he sold them all and made a good profit.

His card now reads, "E. F. Flanagan, Abilene, Kansas, Country Sausage, Lard, and Cured Meats.

## How the Idea Grew

His experiment gave him courage and confidence and put ideas into his head. He worked his upper-story and developed his A-R-E-A. Easy enough thing to do for any who will don that headgear called a thinking-cap.

The second year he killed two hundred and eight porkers, and last year six hundred. But he did not use the cottonwood tree for a slaughter-house, nor the cellar of his residence for a butcher-shop and store-room any more.

Flanagan graduated from the public school early in the course, but he knew how to build a good foundation wall, and his brother was a carpenter.

He now has buildings with solid cement basements, spacious work rooms, clean, large store-rooms, a smoke-house, four and eight horse-power gasoline engines and is now installing in a new building a two horse-power engine to separate the cream, churn the butter, pump water, run the washing machine and other machines too numerous to mention.

Flanagan is sending his products to all the country round and as far away as Denver.

All these things did not merely happen, but by foresight, patience, stick-to-it-iveness, hard work and by making only first-class goods, the man made them happen.

Flanagan makes quality goods. Others may make their sausages of water, flour, beef, and pork, but the consumer doesn't smack his lips because of their deliciousness. Flanagan makes his of sirloin, clippings of shoulders, of hams and bacon, and the

pleased customer always wants more and nothing but Flanagan's brand looks good to him thereafter.

Competitors may put on the market dark, sad, sordid, clumsy-looking hams, but Flanagan will put out nothing but closely trimmed, neat, delicious, yellow smoked hams. He has no use for razor-backs or light-weight hogs. He kills only fine, fat, ten-months-old three hundred-pounders. And the lard he makes is like Royal Baking Powder, absolutely pure and fit for the king's table.

The pure food inspector has no demerits for Flanagan's establishment, and goes away praising such an institution.

I must not forget to tell you that Flanagan is a standpatter.

He figures the cost of everything entering into the manufacturing of his products,

then adds a living profit and *sticks* to the price. Nothing can induce him to change.

Now, do you wonder that he has a business that is paying interest on \$25,000? The capitalization is not too high, either, and the business is in its infancy.

Flanagan is a square dealer, too. The five men in his employ are paid good wages in addition to their board, and not one of them ever wanted to quit. He once returned ninety cents of a customer's remittance when he found that the price of lard had broken after delivery.

If you talk to Flanagan and behold his enthusiasm you will never doubt his integrity nor his sagacity. And if you should inspect his plant carefully you would know that the future of his business is assured.

## Take Stock of Yourself

By A. A. BUTTERWORTH

**T**HE road to success—why can I not travel it more rapidly? What element or elements in my makeup retard my progress? You have asked yourself these questions time and again.

The character building magazines of the day print the histories of successful men and sum up by laying down principles of success based on those well-spent lives. But pause before following these principles—you may need some but not all—all will but increase your load—a few point a straight path to the accomplishment of your object.

The combination of a purpose, determination and hard work will undoubtedly be large factors in your success, but a knowledge of your shortcomings and deficiencies will enable you to surmount apparently impregnable blockades and enter a development that can only lead to the goal desired.

It is commendable indeed to pursue your purpose with determination and hard work—but perhaps you are carrying a certain amount of dead stock—perhaps a weak point in your organization or constitution is preventing you from traveling the road to success more buoyantly.

Have you taken stock this year or within the last five? Do you realize that there are elements in every man's makeup that tend to keep him from attaining success? These drawbacks are apparent to others, but we in our bigotry do not know of their existence.

Perhaps you will attain your purpose without the aid of self-analysis—so will the company continue to prosper without the need of taking stock—but your load will be heavier and your sense of direction more hazy.

The bookkeeper may be an expert accountant and able to keep an accurate account of each daily transaction, but periodically he must pause in his regular routine and take a balance. You may have but one purpose in life, the attainment of your goal, but unless you are given to self-analysis, daily contact with other people will leave impressions and desires inimical to your advancement.

Your creed must be:

To have a purpose. To know your limitations as far as that purpose is concerned. To set about removing these limitations.

# Hot Shots for the Retail Dealer Adapted from the Deere & Company Advertising

## Reputation Built on Quality Not Price

**I**NSPECT the entire business field, from years ago until the present, and here is one of the things you will find:

Goods that have the reputation and are the biggest sellers on the market, take the country over, are the best in their line—without exception.

They got to the top and stayed there—why?

Because of their quality—

And right here is a good place to say something that every shrewd business man knows:

Inferior goods can be boomed, a trade can be worked up on them, (in spots) but they can't be kept in the public eye very long, and no national reputation can be built on price or sustained on anything but real merit in the best goods. You know it—

But you sometimes forget.

Human experience is the safest guide we have.

If an article with a certain brand grows in public favor until finally many more people use it than use any other kind—and they continue to use it year after year, what better evidence of its superior quality can you have?

If you got into a lawsuit tomorrow why would you ask for a jury trial? Perhaps you can't put the answer into words on the spur of the moment—

But here is the reason—the same that anybody would have:

You know that twelve men taken from your own walk in life understand you better than would some one professional man whose whole education has been along different lines—and then you would rather trust the judgment of twelve men than one, because they have had more actual experience.

Now here is the point—

Some goods have been on the market for years, and there never has been one single moment during all those years when a pur-

chaser could not buy some other goods for less money.

And still these goods outsell all others. What's the answer?

There can be but one. Regardless of any opinions held by individuals here or there, the fact remains that the goods in question in the end give the greatest returns on the investment.

And that is the sole and only reason why purchasers want them when they could buy other goods for less money.

This verdict is based on the consumer's own experience and such evidence cannot be refuted by the assertions of anyone.

Did you ever stop to think that a man succeeds by the good that is in him and not by the bad?

Any commodity gets a good reputation by reason of its quality and not on account of its price.

The price is right when it is in line with the quality—although inferior goods can be bought for less money—always.

## How Many People Know You?

People take too much for granted.

Others may not know all about a thing just because you do.

A young man wrote to a certain business firm, asking for a position. The letter was so well written and made such a good impression that the firm wanted to hire the young man—

But he forgot to sign his name.

Don't make any mistake like that. After you fix up a nice store and fill it full of the best goods—

Don't forget to let people know who owns it.

Don't make the mistake of thinking that everybody knows you just because you have been in business for several years.

Nothing is more common than to hear a man say—

"What's the use of my advertising? Every man, woman and child in the country knows me. I've been in business here for fifteen years."

Here is what happened to one such man:

A friend was traveling through the country buying horses. The merchant wanted a little vacation, so he went with him. They were gone a week, but no time were more than fifteen miles from the merchant's home town.

This merchant had often boasted that everybody knew him and advertising would do him no good. The friend thought the merchant wrong and made up his mind to find out how many people really did know the merchant.

The horse buyer introduced himself at every farm house and to every man met on the road, then he would point to the merchant and say "I suppose you know this gentleman."

That was putting him right up against the gun.

Here is the result.

Not more than fifteen per cent. of the people met could call the merchant by name—

And less than twenty-five per cent. had ever heard of him—or could locate his store after being told what business he was in.

Don't laugh, but farmers' wives could tell his business, after hearing his name, more often than their husbands could—

And he was an implement man, too. Laws-zee!

No use talking, we don't know many people—any of us.

Suppose there were twenty thousand people in your county—how long would it take you to write out a list of all of them that you know? Try it—the experience will surprise you.

Boys, there's nothing to it. When you think everybody knows you, it's time to guess again.

The game is to have some reasons why people should trade with you, tell them about it, and never give them a chance to forget it.

That's advertising—and when you learn how best to do it, you are an advertising man. Simple, isn't it?

### Is There a Reason?

You may have one competitor—possibly more.

These competitors may be popular men in your community and financially responsible.

Their acquaintance may be just as wide as yours. In that event they stand just as good a chance of getting trade as you.

But a paying business cannot be maintained or built up on the strength of mere acquaintance to the same extent that it once could.

Buyers are more independent of such ties now. They want the best deal they can get—the maximum quality for their money, courteous treatment and the best service obtainable.

Unless you have convinced people that you offer more in these respects than the other fellow, they are just as apt to stop at his store as your own.

It's a "toss up" anyway you look at it.

On the other hand, if they believe there is any advantage in trading with you, they will beat a path to your place of business.

In short, the mainstay of any business is the *reason why it should be patronized*.

Have you established a reason in the minds of your farmers *why* they should buy their implements of *you*?

Think this over.

It's a typical problem in business promotion and one which every ambitious dealer must solve correctly.

He *must* get the right answer.

### Your Annual Increase

You naturally want more business for 1911, but have you figured out exactly where it is coming from?

If not, give consideration to the following paragraphs.

You are confronted by one of two conditions. Either your territory is only partially developed or all the tillable land is under cultivation.

If the former, you may reasonably expect some of the new trade as development progresses, because of the reputation of John Deere implements in localities from which new settlers come.

Some of these people will hunt you up, but you could get more of them if you would watch for their coming and let them

know that you are the John Deere dealer.

If you are in a fully developed territory, your increase must be cut out of the other fellow's trade.

You must do more effective selling work than he does.

This does not mean that you are to engage with him in a business war, but that you are to *talk* your goods and services

*more effectively* and make your patrons *more welcome* to your store.

Whatever your conditions, *advertise* as well as *talk*. It is only by so doing that all possible customers can be reached.

Remember, judicious advertising tells your story with many voices, travels many highways at the same time, goes into homes and reasons with people at their leisure, and establishes a prestige that nothing else can.

## Get a Proper Estimate of Yourself

By ORVILLE ALLEN

"I'll tell you," said Thompson, "the young man who starts out in the business world with an employer who considers him an undeveloped asset is indeed fortunate.

"Of course, you and I agree on that and we also agree that the employee should have enough of his positive qualities developed so that the employer can recognize in him an asset. But admitting those things for the employee and the employer, I have come to the conclusion that the reason that there are not more of the efficient brand of employees is because the employer does not recognize the better qualities in his employees and make it his business to help develop them.

"Take my case, for instance. I worked for several employers before I was fortunate enough to choose an employer that could see my good qualities, or at least was patient enough with me to help me develop them.

"Why, I had not been with that employer twenty-four hours until, as he stood by my desk watching me work and questioning me in a friendly way about myself, he said, 'I believe you are an optimist.'

"Well, up to that time, I had never considered myself optimistic, although I did not think I could be considered a rank pessimist, or a full-fledged member of the grouch club. But I had never thought that my optimistic qualities were worth developing. In fact, I had given them very little thought, but his accusation set me to thinking.

"It was not more than two days later when he told me that I had initiative, then it was industry, then perseverance, then

good judgment, and so on through a big list of positive qualities until he really did set me to thinking in earnest. In fact, it was about the first real thinking I ever done.

"And my conclusion was this: That I had a task before me as long as I worked for that employer, and that task was to live up to his estimation of me.

"When, a short time ago, one of the greatest actresses of the American stage said that 'her greatest task was to live up to her lithographs,' she expressed just exactly my feeling toward my employer. I had a task—a big job—to live up to the estimation of my employer.

"You know me well enough to know what positive qualities I have developed to a marked degree. And while there is no question that I should have developed more of the positive qualities and to a greater degree, I can't help but think that I should have not made the progress that I have made if I had not been fortunate in choosing the right employer."

"Yes, to live up to other people's estimation of yourself, providing that estimation is a good one, is indeed a task, but an agreeable task," said Johnson.

"But," said Johnson, "if every one of these fellows whom you class among the unfortunate—who fails to get an employer that recognizes his positive qualities and tells him about them and helps him to develop them—would hunt for those positive qualities in himself, make a mental list of them and add to them and then force himself to live up to them, he would go through that developing period mostly by himself,

and in a very short time would have such a number of his positive qualities developed, and to such a marked degree, that his employer, whoever he might be, could not help but see some trace of them and reward him accordingly.

"Of course, I'll agree with you, Thompson, that it is mighty fine for the young man starting out in life to have an employer such as you had, but if every fellow who has gone ahead in this world had waited for an employer that would give

him encouragement similar to the encouragement your employer gave you, the list of efficient workers would be considerably smaller than it is now.

"It is true that we are interdependent, and both the employer and employe will profit infinitely more by the proper development of the employe, but in the final analysis it is up to you to live up to the proper estimation of yourself, whether that estimation is set by your employer or by yourself."

## What's the Amount of Your Salary?

By E. N. FERDON

**W**HAT'S the amount of your salary? It's a ticklish question to ask, but all you need do is to answer it to yourself—so nobody will be the wiser.

Is it a good, bad, or indifferent salary, judged from the standard of dollars and cents?

No matter what your answer may be, this can be vouched for—you are hoping that ere long you'll be master of a bigger salary.

For what reasons you want it—who knows? Perhaps for the pleasures it will give you; perhaps for the gilt edge bonds you can purchase through its good auspices; perhaps because you want to get married; maybe, so you may send your wife to Europe for a vacation (for both of you).

But whatever the reason, one thing is certain—every man who works, works in the hope of greater remuneration as time goes on.

The hope is always there, but the "works" are too often lacking.

Did you ever hear the story of the two little girls—one a little girl and one a *very* little girl—whose father came home on a Saturday night with a package under his arm and the package contained a beautiful bisque doll? And he put the package on the shelf, and then told the little girl and the *very* little girl what was in it. Of course they both wanted the doll and they both ran to the closet and looked up with longing eyes, but it was apparently way out of the reach of either.

"Look here," said the father, "the one who reaches it may have it. That's fair, isn't it?"

Thereupon the little girl pouted and remarked, "I can't reach it and you know it, papa."

But the *very* little girl laughed with glee and stood way up on her toes and reached as far as her arms could go. And the father suddenly picked up the *very* little one and raised her to where she could take the parcel in both hands.

"O, anybody could do that," cried her sister.

"Yes, but you didn't try," answered the father.

That's just the way with a whole lot of those who are always hoping for a "raise"—they're never willing to stand on tip-toe to try for it. They want it to drop down to them, instead of their climbing up to it.

A salary is based on a man's present worth at the time the salary is given. To get that salary increased you must always be worth more than you're getting. Stand on tip-toe and you may pull down a higher plum; stand where you are, without trying, and you're likely soon to be without any plum at all.

The fulfillment of aspiration is only the result of perspiration.

A man's earning power must always keep ahead of what he earns.

I know what Joy is, for I have done good work.—*Robert Louis Stevenson.*

# Prompt Service in Handling Troubles With Our Customers : *by* Henry J. Sage

**G**RANTING that a manufacturing company produces an article of merit, the success of the company depends almost entirely upon the degree of prompt service it gives to its customers. This applies to the complete organization of the company from the executive officers to the smallest departments.

It is the duty of the executive officers of the company to give prompt service in outlining the policy of the company, since any vacillation or delay might greatly injure all departments.

Prompt service on the part of the engineering department in designing apparatus and getting out complete details for the production department in as short a time as possible is also of great importance to the company.

Prompt service on the part of the home office in furnishing necessary data, prices, etc., is of vital importance to the selling department.

Prompt service on the part of district managers and salesmen is of inestimable value in obtaining orders. A buyer whose mind is unbiased will, in the majority of cases, place his orders with that company which gives him the most prompt service in submitting quotations, delivering data, and the best personal attention by their salesman in following up the inquiry, rather than to a company which is not prompt in giving information and data, and which is indifferent in following up inquiries. There are many instances on record in which an inferior article has been purchased simply because better attention has been given by its salesman to the buyer. All salesmen recognize the necessity of giving prompt service to customers. They know that unless such a policy is followed out they will not be able to secure the business.

For the success of the company it is also necessary that prompt service be given by the production department. It should be their constant endeavor to produce the product in the shortest possible time, and

also to produce it in a shorter time than their competitors. This will mean that the production department shall continually see to it that all delays in the manufacture of their product are kept down to a minimum. We know that if a company has a reputation of giving prompt service in the delivery of its product, in many instances they will be able to command better prices than a competitor can secure who is known to be continually late in making shipments.

## Classes of Trouble That Arise

We are sure that all business men recognize that the success of the company depends upon prompt service in the departments which we have mentioned, but there is one department of the organization which very often suffers because of lack of proper service. We refer to the department handling the troubles and repairs of the company. It is as necessary to the success of the company that all trouble cases receive prompt service, as it is that prompt service shall be rendered to them in making sales, and in delivery of the product.

Troubles may be divided into three classes as follows:

First. Those caused through no fault of either manufacturer or purchaser.

Second. Those caused by defective apparatus.

Third. Those caused by carelessness or ignorance on the part of the purchaser.

We believe that it is to the interest of all manufacturers to give the same prompt service to straightening out of troubles of either class as they would in endeavoring to secure sales for their product. There is a tendency on the part of manufacturers to attempt to find out what is the cause of the trouble and to place the responsibility before steps are taken in any way to relieve the difficulty. This always causes annoyance to customers, and in many instances a large financial loss.

We believe that it is to the best interests of the manufacturer as soon as troubles are reported to start to remedy them imme-



diately, and at the same time to start at once a thorough and complete investigation to arrive at the causes.

#### Remedy the Trouble First— Investigate Afterwards

If a company has a reputation of taking care of its customers promptly, and of effectively overcoming their troubles with apparatus of its own manufacture, it would be much easier for them to collect a claim against the purchaser for the cost of the repairs than if they have a reputation of letting the trouble run along until the responsibility is fixed and then, after considerable talking back and forth, they decide what is to be done to remedy the defect.

In the case of accidents, we believe any fair-minded customer will agree that the manufacturer cannot be held responsible for the damage and will be willing to reimburse him for all the expense incurred in the remedying of the trouble. In such cases there is absolutely no excuse for a manufacturer not promptly and effectively relieving the situation by making the necessary repairs or replacements at once.

In the case of defective apparatus or apparently defective apparatus, it is also most essential that the manufacturer immediately correct the trouble so as to save the customer from any more expense or delay than is absolutely necessary. Prompt service in this work will be as much appreciated by customers as prompt service is recognized in the selling or manufacturing of the product.

In the case of troubles due to the faults of customers, the manufacturer should also use the same prompt service, since by doing so he will hold the good will of his customer and show him that he is at all times ready to assist him and get him out of his difficulties.

We know of many instances where prompt service on the part of a manufacturer in correcting troubles has materially affected the standing of the manufacturer for years to come. Those manufacturers who have the best reputations in their respective lines today are those not only who manufacture articles of merit, but also who are known to relieve the troubles of their customers promptly.

Delays in adjusting troubles very often gain for a manufacturer the ill-will of the customer, which it will take years of hard work on the part of the selling division to overcome. On the other hand, we know of many instances in which a manufacturer has not been held in high esteem by a customer until troubles have arisen. Then the prompt and effective way in which the manufacturer has overcome these difficulties has shown the customer that it is his constant endeavor to look after his customer's interests and to relieve them in time of difficulty.

### Flashes

By Jerome P. Fleishman

**W**HAT you *think* governs what you *do*. And what you *do* determines what you *are*. Your character is made up of the sum total of your thoughts. Guard them.

Indisposition is sometimes only a charitable name for pure laziness.

There is no short cut to Happiness. You've got to *earn* it.

People who have neither the desire nor ability to progress can't understand why the world doesn't stand still.

You can't cash in on resolutions. You *can* on *performances*.

Building castles in the air may be all right, but first be sure you've got at least a *tangible* foundation.

Wishing is mental joy-riding. *Working* is keeping within the speed limit.

Concentration is difficult. Scatteration is easy. The world pays no tribute to the man who shies at difficulties.

Think that you *can't*, and nobody is going to take the trouble to dispute you. Believe that you *can*, and, somehow, folks will take you at your word.

# How and Why it Pays the Retailer to Handle Advertised Goods : *by* A. R. Wines

I WENT into a big retail store the other day to make a social call upon the assistant manager. I had never seen the man before, and he had never seen me, but I had an introduction from our mutual friend, George Watson.

From what George had told me about this merchant princeling, I fully expected that I should be given a bear hug, offered a cigar, and told to put my O'Sullivans right up on the desk.

Instead, I got an icy stare that would have entitled me to a hearing before the University of Copenhagen. And then I was ignored. His Royal Rudeness give his entire attention to letters that I could see he had read several times that day.

Little by little I shivered back into consciousness. At least, that's the way it felt. Finally my heart returned to its proper anatomical location and functions. Then I got my voice and hazarded a few words. They were mild and gentle words—for George's sake—although I felt like telling George's pet and pride to go to a region far more tropical than his office—and to go early and avoid the rush.

When I spoke, I was not heard. I simply wasn't in the room at all. In fact, I was dead and buried, years ago, and had never been born, anyhow. The man went on giving his stupendous pose of diamond drill concentration.

So—for George's sake—I hazarded another remark and handed over George's neat bit of typewriting.

## Arctic Cold for "Just as Good" Salesmen

He gave it one glance, and then I thought I had dropped from interstellar space into the sun.

The chilled steel mask dropped off the man's face, a smile that would have won the heart of a dyspeptic misanthrope blossomed out, he gathered my willing hand into a clasp as warm as a Turkish bath, and his voice floated out into the room fairly dripping with honey.

He took my coat and hat, backed me into the caressing arms of a big chair, handed me a cigar as fragrant as a bouquet of twelve-dollar-a-dozen American Beauties, took my feet into his lap, and offered to order anything I should name—or even whisper.

All this time he was apologizing.

"You see, old chap, I thought you were a 'just as good' salesman."

"Tell me about them," I shivered. "Evidently they are a little band of heroes, martyrs, and zealots if they get much of what I have just survived. I admire their pluck if not their judgment."

"A 'just as good' salesman, dear boy, is a pirate with a cheek of armor-plate and a neck of high-speed steel, who comes in here and tries to load me up with a consignment of junk 'just as good' as some standard, advertised, trade-marked article.

"This buccaneer has his conscience in his wife's name, and knows every move in the game of jolly, misrepresentation, tricks, and undue influence. Buy his wares, and they stick to your shelves as if they had been painted there—until they are forced off with a cold chisel of loss.

"My only defense against him is to freeze him."

"And you are some refrigerator, when you work at it," I admired, with a reminiscent shiver.

## What the Buyer Has to Suffer

"Well, I have had lots of practice—urged on by a strong incentive. I have a large, tear-washed, private cemetery where I have buried many beautiful hopes and expectations, sired by 'just as good' salesmen and damned by the public."

"Do you buy only advertised goods, then?"

"In every possible case. If I can't get advertised goods, then I get trade-marked goods if I can—and I usually can.

"If goods are not trade-marked, probably the company putting them on the market has good reason for dodging the responsibility for their quality.

"The right kind of goods depend upon identification for their continued success. They can be asked for by name, recognized, recommended, and re-ordered.

"The only chance the 'just as good' stuff has is to remain unidentified, depending on cut prices, substitution, and gullible customers."

"But are advertised and trade-marked goods always reliable?" I required to know.

"Either they are, or the advertising soon ceases," was the reply.

"Nothing but goods in which the manufacturers believe in to the last degree could stand the acid test of advertising.

"And there is no advertiser so shortsighted as to advertise anything but trade-marked goods.

"Furthermore, the advertising censorship of the magazines is so strict, in these days, that it is very seldom that a black sheep sneaks into their columns."

#### Advantages of Advertised Goods

"But doesn't someone have to pay for all that advertising?"

"I'm not worrying about that old poser. Let the mathematical sharps figure it out to suit themselves. All I want to know is that even when the goods are a little higher in price—which is seldom the case—the consumers are willing to pay the difference for the sake of being certain that they are getting what they want and pay for. Besides, the fact that these goods are well known through magazine advertising makes it very much easier for me to advertise them in the local papers. People know what I am talking about when I tell them that I

handle Jones' Little Pig sausages, or Kellogg's Toasted Corn Flakes. Oftentimes, I can get the same illustrations and the same copy for my ads that are being used in the national media, and that is always a help.

"Then, there is another reason why I carry the advertised lines. I should have to have them in stock anyhow. There is a steady demand for them, and if I didn't stock them, my customers would go elsewhere to get them.

"The advertised brands are easy to sell, too, being mostly package goods, and sold at one price—a price that every buyer knows and does not dispute."

"But aren't the profits in advertised goods smaller than in the other kind?" I hesitated.

"Theoretically they are, but the way it works out they are not. Here is the way: It looks like a cinch to buy goods at sixty-three cents and sell them for a dollar. But when the aforesaid goods cling to the shelves until you clean them out at sixty-five cents, the pretty picture is spoiled. And when the people who bought the stuff at sixty-five cents begin to come in and howl about the quality; when they go around and tell their neighbors how they got stung at our store, it begins to look like a mighty heart-breaking picture.

"On the other hand, advertised and trade-marked goods have a steady sale at a fixed rate of profit, and they make permanent and satisfied customers."

By this time I was fully thawed out and really liked George's friend.

Besides, I couldn't blame him very much for that first few minutes.

A good book is the precious life-blood  
of a master spirit embalmed and treas-  
ured up on purpose to a life beyond.

MILTON

# Another View of the Protective Tariff Problem and Its Economics : *by Willis Earle*

*In his series on Economics and Business, Mr. Charles H. Ingersoll has, at times, discussed the problem of the protective tariff. At the time when the subject was introduced, in the February number, we stated, in an editorial note, that the vexed question was not approached in a spirit of controversy, or as a political issue, and invited those who might have views opposed to Mr. Ingersoll's to write them out for the benefit of our readers. The following articles by Mr. Earle was written in response to that invitation.—Editor's Note.*

**T**O BE human is to be imperfect, and even the tariff laws produced by men are certain to be more or less imperfect. Very few would care to deny the fact that all tariff laws contain many imperfect features. In some cases, without doubt, the protective features are excessive. However, a careful study of the present tariff law will show that the cost of living is affected but very slightly when the "necessities of life" only are considered.

The theory of a "protective tariff" is to maintain a certain standard of wages for labor, higher than paid in other countries.

Tariff for revenue only, as a theory, is supposed to be worked out on scientific lines, to produce revenue only without regard to its effect on wages. In practice, when either of these tariff laws are enacted, "politics" is substituted for science, and the law, as finally "perfected," is merely a combination of compromises, in an effort on the part of each part of the country to obtain as much advantage as possible. The result is that no one is satisfied.

A third class of tariff law would be a purely scientific, non-partisan one, the ultimate product of a permanent Tariff Commission, composed of competent men, which law would be based entirely on industrial conditions. Such a law would maintain and protect the wages of labor at any desired percentage in excess of wages paid in the European countries.

When the law of protection is scientifically applied to wages, it inevitably maintains a given scale. In the last analysis the wage of labor is the real measure of all values. Even the value of gold, now constantly lessening, is said to be measured by the labor required in its production. There-

fore a really scientific protective tariff will directly protect labor only, and commodities will be protected or affected as to price, incidentally and indirectly, when affected at all. Such a law would not and could not "foster trusts and monopolies."

In England labor of all kinds is paid a lower wage than in the United States; in Germany the wage is lower than in England, while in other European countries wages are lower than in Germany. In Japan the wage of labor is still much lower than anywhere in Europe, and in China much lower than in Japan. We might follow this downward track into other countries where wages practically reach the zero point and disappear entirely.

To be sure, it is claimed that in England and other European countries, the cost of living is lower also, and that "labor can live cheaper," which of course is true. It is also true that the cost of living is still very much cheaper in Japan and China, where labor can live (exist) still cheaper. For a free trader, desiring an opportunity to live "cheap," China would seem to be most attractive.

With no protective tariff restricting the importation of various articles of commerce, every conceivable line of goods and products, manufactured or grown in Europe, Asia, and all the less civilized countries, would flow, in unlimited quantities, into this country, and all these articles would be available to the consumer here at much less cost than at present, without any doubt whatever.

The result would surely follow that no manufacturer in this country, or producer of any line of products, could pay any higher wages than was paid in other coun-

tries by the manufacturer wherever any foreign article was produced. Just as surely as water will seek its own level, these "ideal" conditions would result in the leveling of wages and the manner of living of labor the world over. It is true that American labor might be able to purchase more of the necessities of life for a dollar, and it is also true that it would take such labor very much longer to earn the dollar. The result, when measured by the amount of labor required to secure any particular necessity, would be an increase rather than decrease in the cost of living.

It is impossible to have prosperous business conditions, high wages, and general industrial and business conditions at high-water mark, and still keep down the price of agricultural products which include the

greater part of what is included in the term "high cost of living." If a country is prosperous, truly so, that prosperity must include all people (classes). If labor is receiving a high, or good rate of wage, manufacturers and general business men are prosperous, no one has a right either to expect or demand that agricultural products be excepted from such prosperity simply to enable another class of people to save more money.

Take the tariff out of politics and construct it on purely scientific principles to maintain an equitable rate of wage for labor, and a desirable plane of family life which all consider necessary in America, and the "economics" of the case will take care of themselves without further trouble.

## Salesmanship and Quality

*By E. S. DANIELS, London, England*

**E**VERY man who has adopted the vocation of salesmanship owes it to himself and to his calling to make every endeavor to secure a position that will enable him to sell the highest-grade product that opportunity offers, and his selling abilities make possible.

The only salesman who can afford to sell a second or third-grade product is the one who is willing to be classed as a second or third-grade man. Has the matter ever presented itself to you in this light?

Have you ever stopped to consider that every salesman engaged in the work of selling a product of inferior quality is doing a two-fold wrong?

*First*—A man who sells a thing that does not call forth his best energies, does not allow himself to develop his abilities to the uttermost. This means that he is daily growing weaker and weaker, daily reducing his earning capacity instead of adding to it, daily stultifying himself by wrong use of his powers instead of increasing his self-respect and his love for his profession.

*Second*—He is injuring the buyers of the goods he is selling, both the dealers and the public, by urging upon them an inferior product, thus tending to prevent the public

from securing a more meritorious and economical product in its stead. We say "economical" because even though the superior article may sell at a higher price than the inferior article sold by other makers, the best quality is always the cheapest in the end.

There is a great deal of satisfaction in the knowledge that every sale has been made for the well-being of the purchaser, and that each order secures the autograph of one who should henceforth be a friend.

"Man does not live by bread alone," neither does any right-minded salesman work exclusively for the cash return that comes to him each week. Strange as it may seem, however, the man who sells products of the highest grade, who urges only the purchase of that which best fulfills a customer's needs, is the one who makes the greatest financial progress in the long run.

Salesmanship is rapidly evolving into a profession.

It is worth your while to be one of the pioneers and to give this, your chosen vocation, the very best that is in you in clear thought, high resolve, strenuous endeavor, and conscientious co-operation with the firm you represent.

# Two Stories of Courage and Tact that Won Success : *by* Albert Sidney Gregg

## The Mighty Grouch and the Salesman

A SALESMAN gave his card to the new office boy who stood at the outer portal, and instructed him to deliver it to the Mighty Grouch who sat on the business throne within.

Through a slight opening in the doorway the salesman saw the Mighty Grouch take the card and angrily tear it up and throw it into the waste-paper basket. The boy returned, wearing his most engaging smile, and said:

"The Mighty Grouch will not be able to see you today. He is very busy. Could you come some other time?"

"Yes," replied the caller, pulling out his card-case, "I can call again; but will you please get the card I sent in. They are expensive and I have only a few left."

The boy stepped into the inner office and asked for the card. The Mighty Grouch looked up with a glare. He fumbled about on his desk for a moment, then leaned back with a growl as he remembered that he had destroyed the card. Taking a nickel from his pocket, and handing it to the boy, he said:

"Give him that. I guess that will pay him for his card."

When the boy handed the salesman the coin, the latter slipped another card out of his case with the remark:

"Go tell the Mighty Grouch my cards cost two for a nickel. Give him this one. I want him to get full value for his money."

The boy took the card, grinned, and hurried away while the salesman waited for the results.

"Here's another card for you. The man says they are two for a nickel." And the boy stepped back quickly to avoid the consequences.

The Mighty Grouch heard and comprehended. He glared. He snorted. Then sinking in his chair he exclaimed:

"Show him in."

And the astute salesman entered and sold the Mighty Grouch a bill of goods big

enough to pay for a dry goods box full of cards.

## A Timely Loan

Peter Kettenring is the founder of a manufacturing plant in Defiance, Ohio, where various complex machines are made for turning out wagon hubs, automobile tires, ax handles, hammer handles, and the like.

The machines can do anything but think. They are so constructed that the operator can feed in raw wood and it will come out hammer handles, all neatly shaped and turned by machinery.

Mr. Kettenring has turned the business over to his boys, grown men, while he takes his ease wherever it suits his fancy.

It is a strong and flourishing business, reaching to all parts of the world. One day early in its history there was a crisis. Yes, there were two of them. Once the factory was burned and Peter thought he had reached the end of his career, but a friend extended him credit which enabled him to get on his feet again. The basis of that timely credit was Peter Kettenring's character and ability, quite as much as his patents.

But the crisis that tested him and found him all there was of a different sort. He had borrowed \$40,000 from a local bank to use in extending his business.

The note had been extended from time to time, and Peter never dreamed that anybody in the bank would be mean enough to attempt to force him to the wall. But that is exactly what happened. Some of the directors thought they saw a good chance to grab a promising business by calling Peter's loan of \$40,000. So they refused his usual extension. In hot haste he appeared at the bank and asked for an explanation. The directors were not there and all the cashier could say was that he was obeying orders. Finally Peter persuaded the bank to give him ninety days.

"If you will give me that time I will pay off the entire loan," he urged. When he made the proposition he did not have the

slightest idea where he would get the money.

The offer was accepted, and Peter began hunting for a loan of \$40,000 outside of Defiance. He went to Boston and Providence and interviewed bankers without results. Then at a venture he went to Pawtucket. He sought out an institution where large loans were made and asked for the cashier. The moment he saw Peter the cashier exclaimed:

"Why, Mr. Kettenring, what are you doing here?"

"I want \$40,000, and mighty quick, too."

"That is a good deal of money."

"I know it, and I have got to have it."

Mr. Kettenring had not recognized the cashier, but a few reminders refreshed his memory. The cashier had been in Defiance two years previously, and had been shown all through the plant.

They talked the matter over in detail. At length the cashier asked:

"What security can you give if I let you have the money?"

"I'll give you a mortgage on the entire

plant, my home, and throw in my old hat and breeches, if you want them."

"That will be sufficient. You may have the money. Send on the papers when you get home and we will close the matter up at once."

Overjoyed, Peter returned to Defiance, made out the papers, got the money and waited until the last day of the time that had been granted him. The directors were wondering what was going to happen. Peter walked into the bank.

"I want to take up my note for \$40,000," he said to the cashier, without the least excitement.

"Why, are you going to pay all of it?"

"Yes, all of it."

"Where did you get the money?"

"That is none of your business."

The note was paid and Peter walked out and left the cashier guessing.

Within three years the loan was repaid and the business was expanding by leaps and bounds.

Vacillation is the prominent feature of weakness of character.—*Voltaire*.

## Business Sermonettes—Concentration

By ROBERT R. THIEN

**T**O SUCCEED under modern conditions you must concentrate, and concentration means well-directed effort. It aims for direct results. The day of random effort is past. Above all, concentration makes for the elimination of useless effort. By concentrating you show mental acumen. It is the mark of efficiency.

Think of the men who have succeeded and you will find that they are the ones who have concentrated. Look up the history of a big house and you find that it has succeeded because it brought together and united in a common cause men who are trained in their work and then it developed the work and the men.

The man who stands high is the one who concentrated—who developed himself along with his work.

Try this concentrated action plan for a while. When you get down to the office today put your mind on your work. Do one day's work well.

But don't stop at that one day. Keep it up for a time and results will astonish you. Never mind the clock, it will be there when you are through. There probably are others busily watching it, so it doesn't need your attention. But your work does.

Don't go home and tell your wife the boss is blind or he could see with half an eye that you are the best man in the office, and that you could do so and so's work better than so and so is doing it.

Try concentrating on your own work. Do it better, quicker than it has been done before and all the world will try to get you on the 'phone and offer you chances to do things.

Concentrate.

Poverty is uncomfortable, as I can testify; but nine times out of ten the best thing that can happen to a young man is to be tossed overboard and compelled to sink or swim for himself.—*James A. Garfield*.



# A Nature-Lesson in Making the Best of Your Environment : *by* H. A. Rodee

**L**AST year the writer made the trip from Denver to Grand Junction, Colorado.

Leaving Denver in the morning, we traversed a river valley at the foot of the mountains. Here the soil had been made fertile by the alluvial deposits of centuries.

On each side of the stream tall evergreens raised their mass of emerald foliage toward the sky. Rooted in porous earth from which they drew abundant nourishment, refreshed by snow and rain, irrigated by subterranean water courses, and vitalized by the long days of perpetual sunshine, they had grown to splendid proportions. Here Nature had indeed been kind, and her offspring had responded with filial gratitude.

A little farther on, the road turned up the canyon and the long mountain climb was begun. Here also there were trees of the same species, but with each rise in elevation they were of smaller size.

About eleven o'clock another engine was attached and the train was drawn still higher; up, up among the mountain peaks. Looking across the chasm, the bald face of the mountain appeared as an unbroken pyramid of rock. Still, along the side to the very summit, evergreens were growing. They sprang from the fissures in the rock so narrow as to be invisible to the naked eye.

Then we fell to comparing these diminutive children of the mountain peaks with their more stately brothers seen in the valley a few hours before. It would take two or three dozen of these to make as much in bulk as one of those by the river's bank.

But there was one strong resemblance that could not be ignored. These little trees, growing in that inhospitable environment, were just as symmetrical in form as any that we had passed. There was the same straight trunk, the same arrangement of branches, the same conical form.

Each of those little trees growing there in the cold, barren rock was trying just as hard to express itself to the world as those in the fertile, sun-kissed valley. Though

not of such majestic proportions, it was just as harmonious in outline, just as symmetrical, just as beautiful. It was making the best use of its opportunities. As success is measured by the strength of the effort put forth, one of these little trees must be counted just as true a success as any of the monarchs of the lowland.

What a splendid lesson here for men and women. It may be that your life has been spent in a chill, arid, sterile environment; it may be that you have been compelled to cling with utmost tenacity just to stand against the blasts that have often swept around you; it may be that you have never been able to delve deep into those rich strata of education and culture that others have enjoyed.

Consequently, you may feel that your life has been stunted. It may be hard for you to repress a feeling of bitterness when you compare your life to those that have grown up among more favorable surroundings.

But here is a word of hope for you; symmetry is more important than size. Your soul is the trunk and the positive qualities of your character are the branches to be developed. You have the same inherent qualities as the greatest man that ever lived. No matter where you are, you can develop each of these qualities till your life is as symmetrical as the evergreen on the mountain summit.

Then, again, you are superior to any of the products of the plant kingdom. You are not compelled to draw sustenance only from that shallow little niche where you happen to be. You have the power to draw nourishment from afar. The elements of growth are accessible to all who have the desire to appropriate them. The golden thoughts of the master minds of the ages have been stored up for you. Will is the power that opens this treasure house.

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Poetry is simply the most beautiful, impressive and widely effective mode of saying things, and hence its importance.—*Mathew Arnold.*

# Rhythm in Arrangement—Its Application to Advertising : *by* Glenwood S. Buck

*An Address Full of Dollar-Producing Ideas Delivered  
Before the Agate Club of Chicago, October 3, 1910*

**I** DO NOT believe that advertising can ever be reduced to the measure of a thumb.

One cannot reduce personality to rules, neither can one encompass advertising within a set of laws. It is the habit of little men to classify and then to abide by the classification.

But big things are done without precedent.

Verily, convention is the bugbear of little souls.

Let us deduce the rules if we must—and then proceed to break them—if we would produce results.

There are, however, certain fundamental facts which must be gotten at, understood, and appreciated by advertisers who are going to help solve the problem. Out of all the present chaos I am sure that there is going to gradually be evolved a few simple truths—which will materially help in the onward move. In these truths you men of the Agate Club, as the advance guard of progressive advertising, are as deeply interested as are we humble preparers of the advertising itself.

The only definition of advertising that I have been able to devise that will hold water is this:

Advertising is selling endeavor directed to the self-interest of the individual through the medium of the eye.

It differentiates itself from salesmanship in that the latter is directed to the self-interest through the medium of the ear.

The advertisement, then, must first make its appeal to the eye—and the problem of the advertising man is to find the best and surest way to make that appeal.

But the task seems doubly difficult because so much serious effort is just now being made to gain attention. To be sure, some of its surprisingly successful—but in the main it is chaotic, unclassified, uncertain and the result of chance or unreliable instinct.

Since it matters not how good a selling plan may be, how excellent the product exploited, or how strong the copy, unless people are induced to read, almost the first consideration in the preparation of any advertising must be—"how can it be made to stand out?"—"what can be done to induce the greatest possible number of readers to read?"

A fact that is too often overlooked is that advertising is passive. It must be reached out for. The salesman can compel the prospective buyer to listen to his story. But not so the advertisement. It requires effort, and assumes an interest on the part of the prospective buyer—whose time is limited and whose interests are not apt to extend much beyond his own concerns.

What I shall say to you here is not fine theory. It is merely the result of a fortunate and broad experience. Not once, but many times has it been tested—and is being tested by wise advertisers to-day.

In advertising form is as important as matter.

If I had the time I could tell you of some of the experiments I have made in this direction. I could tell you of identical pieces of copy—one displayed in the right way, another indifferently displayed—and I could show you that invariably the rightly displayed advertisement produced much the larger results—sometimes the returns were increased twenty fold.

## Finding the Basis

But good display—which is but another name for good taste—is yet largely a matter of chance and guess work.

Not until we have found some sort of a sure basis to build from, can we hope to accomplish much in this direction.

Let's see if we cannot find such a basis.

I stood on a street corner one recent morning waiting for a belated car. I had for company some fifteen or twenty men,

women and children. Across the street a hurdy-gurdy was playing a lively and popular air. And I noted that the only person there who was not beating time to the measures of the music was a bent old man—and I'm sure that he was deaf and had the rheumatism. The children could hardly resist the temptation to dance, and one pompous individual with pink whiskers, was actually beating the air with an ebony cane—Sousa-like.

There was something here surely that was making a universal appeal. It touched the hobble-skirted, ostrich-plumed woman and made her kin to the dirty Polish damsel with the shawl over her head. Every normal human within the sound of that lively, swinging tune felt its effect.

#### The Rhythm of Dancing

I hope that many of you have had the pleasure of seeing Adeline Genée dance. "The poetry of motion" was an empty phrase to me until I had seen this exquisite "lily in a sewer" express through her grace of movement, a mesmerizing rhythm, that found a responsive chord of sympathy deep within the goddesses of the boxes and the gods of the gallery. Here was a strange something, an exquisite subtlety—which found its way home and made a direct appeal to all who saw.

Have you ever stopped to think what it is that fires the blood and sends the heart abounding when "Dixie" or "Annie Laurie" or "The Marseillaise" strikes a responsive ear? There are other tunes that carry a heavier load of patriotism or sentiment—but there are few that so inspire.

And what is it renders Longfellow's "Hiawatha;" Kipling's "Barrack Room Ballads, and the jingles of the nursery imperishable and never to be forgotten? There scarcely is a child in Maine or California who does not lisp "Little Boy Blue" and "Mary Had a Little Lamb," and it surely is not the sentiment these jingles contain that renders them immortal.

#### The Rhythm of Architecture

I have been down Michigan Avenue in Chicago several times of late in company with others, and it really is getting to be a burden and a bore to hear the bromides

give vent to—"Isn't the new University Club building perfectly beautiful?"

Of course it is beautiful—and it is about the only sky-scraper in America that deserves the term. There are many that are more ornate and more costly, but there are none that are more generally and justly admired. The cartoons of Michael Angelo, the drawings of Frank Lyndecker, the furniture of William Morris and the printing of the Kelmscott Press, all leave a pleasing and lasting impression, because their creators understood and used the laws of rhythm—the sense of proportion.

There is a rhythm of line just as surely as there is a rhythm of sound.

There is a sense of time, of proportion that appeals to the eye just as acutely as any which makes its appeal to the ear—and although the appeal may not be always a wholly conscious one, it is nevertheless direct and forceful—and has its effect just as keenly upon the woman with a shawl over her head as upon the woman who wears a fifty dollar chapeau.

The things that make the strongest appeal to the greatest number are those that take cognizance of this sense of rhythm.

#### The Eye Loves Order

The eye is the most sensitive of the organs—and yet it is the most hardy—for it is continually standing strains the ear could not tolerate.

The crudest hearing is quick to direct certain discords, and to some sensitive ears, even the slightest discord is excruciating.

The eye, however, through long bad habit, has learned to be more tolerant. But it has not yet lost its affinity for harmony and for order. It is ever and always on the hunt for it—and where it finds it there it is sure to rest. The eye naturally selects that which is orderly—that which is rhythmic. It avoids confusion.

This is the reason, I am sure, that the early Greeks, the American Indian, the twilight people of all races have possessed this sense to a marked degree—and although it has been complicated and contaminated, it has, by no means, been lessened—for it is innate. The child possesses it even more acutely than the man, and it is not without its evidence everywhere.

We have but to go back to the temples of old Greece, built by people whose tastes were not yet degenerated, to find this sense of rhythm carried to an almost perfect completeness. And under our own hand, we have splendid examples of the innate sense of proportion in the basket work, blankets and other decorative materials of the American Indian.

The Jap, too, has a lesson for the American advertiser. He understands design—a thing almost unknown here. He knows how to make the subtle, almost unconscious appeal to the latent senses of harmony. What good music is to the ear, that the better Japanese designing is to the eye. The exquisite use of light and shade, the rhythm of line, the balance of white space and mass—these things must finally perform an important part in the evolution of better advertising.

#### Good Taste an Essential

This sense of rhythm, as applied to everyday affairs, is what we commonly designate as good taste—a vague thing, generally misunderstood and hardly ever made effective use of.

Yet good taste is native—it's bad taste that has to be cultivated—like the proverbial appetite for olives and caviar. And not until we get down into the vitals of things and dig out and classify the underlying laws of good taste, of rhythm, of proportion, will much that is worth while be accomplished toward making advertising more resultful.

The architect who built the University Club building didn't do so by chance. He spent long years in preparation, in hard, patient plodding and plugging, many of them in Europe, studying the best methods of the master builders. He must be an artist as well as a craftsman. He must know the technicalities of the trade, the tensile strength of the materials, and the best methods of construction, the most modern contrivances for heating, lighting and ventilation—but he must also know how to unite them all into a complete and beautiful whole. This architect has succeeded splendidly, not only because he had a mastery of the details of the builder's trade, but primarily because he understood the laws

of design and because he really knew a beautiful thing and how to build it.

#### Not Guess Work—But Work

Beauty is never the result of haphazard guess work. Every beautiful thing in the world has been made by one who knew.

And just in the same way is advertising much more than the preparation of attractive and compelling copy—and the advertiser who is to truly serve must know the details of the craft, the merchandising and selling methods and systems—but if he is to produce the master work, he must also understand the laws that underlie the harmonious use of design, of light and shade, of mass and color, of line and solid—he must not trust to guess work—he must know.

The form of the advertisement—the eye-catching and attention compelling features—are all important. And yet we now leave these matters largely to the bungling compositor and the partially instructed artist—who work independently—and trust to chance that the combination may be satisfactory.

I give here just a few actual illustrations to show the decided difference between trained and sincere endeavor in this direction and the usual careless indifference.

#### A Plea for Experience

But these things can't be done by the inexperienced—any more than the pleasing outlines of the University Club building could be planned by a new and ambitious architect's apprentice—or a Corot landscape, with its soft, enticing rhythm, could be created by an aspiring and unschooled girl.

The other day I stood in front of a long row of Mergenthaler linotypes—the machine that is nearer human than some humans are—and I marveled, as all men must, at what man's brain and hand have accomplished in this truly amazing thing which turns thought into type.

I know quite as much about machinery and mechanical engineering as a night-prowling cat knows about the manufacture of boot-jacks, but I am a fair guesser and I believe that I can at least form some faint conception of the great work that has gone into the making of this marvel. The Mer-

genthaler is the result of training—of patient preparation and study in the theory and practice of physics, mathematics, mechanical engineering—and of much tedious and heart-breaking experimenting.

It was not built in a day by one who guessed at what he was doing.

It is the work of a brain that knew and a hand that obeyed—and it fills completely the purpose for which it was made. It pretends to nothing that it is not.

#### Trained Men Needed

The advertising business needs men who can build surely—it needs them badly—trained men, and above all, men of good taste. In the hurry and rush to acquire a little “easy money” we are poisoning the cow that is giving the golden milk. We leave too much to chance. We trust the serious, important work of actual production to incompetency and inexperience. We hire splendid, capable salesmen to secure business, and then turn the task of “making good” over to downy-faced and inexperienced boys.

In the reversal of these conditions you magazine men are vitally concerned. The future of the business depends upon it. We must build, not upon quicksand nor muck, but upon the solid rock of sincere workmanship and common honesty.

And in this forward work you can be of material help.

We sometimes get our noses so close to the canvas that we cannot see the picture. To secure a few nearby dollars, too often the big opportunity is lost. Certain it is that, if you men are to be wisely loyal to your own best interests, you are going to give your support to the sincere, conscientious, intelligent workers in this splendid field of our endeavor, and not to the fellow, however big, whose theory of business is—“You scratch my back and I’ll scratch yours.”

#### Danger Ahead Unless

Advertising must make some solid, rapid progress in the near future—or it is going to slip backward. We cannot afford to let it be a mushroom growth. Perhaps we are working under too high a pressure. But it is worthy of our best selves—and we need to put the whole man to work. Out of the

dross and confusion, I am sure, is going to come that splendid thing for which we aspire. To get rid of the sham and pretense, the dishonesty, stupidity and inexperience, and get down to the bed rock of sincere and intelligent work—this is your best mission—and mine.

In discussing these matters with advertisers, you men of this splendid organization should be the first to lend your aid to the betterment of service; and you should remember—always—that strength is gained by simplicity—that good taste is the most valuable commodity that goes into the making of an advertisement.

Advertising is the meeting place of real art and honest commerce. It is our task to bring them together and round them out into a perfect whole.

And I am convinced that it is through the laws of design that we must work, if we are to reach a saner and safer basis in our forward work.

We must be searchers for the universal appeal.

That we already recognize this necessity is testified to by the avoidance on the part of the wise advertisers, of the ugly, the unpleasant and the ridiculous.

But we have not—except in rare instances—carried this vague recognition to its logical conclusion—to its best working power.

We have just caught a glimpse of its possibilities—we have not used them.

Too much emphasis has been put upon matter—and not enough upon form.

Advertising must make a successful appeal to the eye—if it is to reach the mind and pocketbook. And the attention of the eye is easiest gained through this innate sense of proportion—of rhythm.

It seems to me that the most important task we advertising men have on hand to-day, is to do our utmost to hasten the time when advertisers generally will understand and do these things.

Resolve to cultivate a cheerful spirit, a smiling countenance and a soothing voice. The sweet smile, the subdued speech, the hopeful mind, are earth’s most potent conquerors, and he who cultivates them becomes a very master among men.—*Hubbard*.



# The PHILOSOPHER AMONG HIS BOOKS

THE MIRACLE OF RIGHT THOUGHT—By *Orison Swett Marden*. *Thomas Y. Crowell & Company, New York.*

Yes, Dr. Marden can write *New Thought* for me. Somehow I missed the predecessor of this book, "Peace, Power, and Plenty," so this is the first taste I have of this practical philosopher's outright contribution to the literature of the optimistic cult. Of course I have seen the *New Thought* tendencies cropping out between the lines of his works for some years, as all his readers have, but this is different.

Dr. Marden easily avoids the extreme abstraction and mysticism of some of the writers on this subject, keeps reasonably clear of the thin gruel platitudes of others, restrains himself from the rash and sweeping promises of still others, and devotes himself to the plain, practical, everyday application of the principle of right thinking. If all writers of this philosophy would do the same, it would be much better for the philosophy, in my opinion, and for its readers. Unless I have diagnosed their cases in gross error, I have met a great many people who have lost their grip on the practical things of life through trying to attain, through the roseate-hued magic of *New Thought*, that which was beyond their capacity and talents, inherited, cultivated, or possible of cultivation.

This author, however, while he claims much for right thought, is careful to point out the practical action that must accompany it.

I believe that the reading of this book, discriminatingly, will make many a man and woman happy and more prosperous.

COLONEL TODHUNTER OF MISSOURI—By *Ripley D. Saunders*. Illustrated by *W. B. King*. *The Bobbs-Merrill Company, Indianapolis.*

This unusual story of sentiment and politics presents as its chief contribution a character unique in American fiction. We have all known and enjoyed Colonel Carter, of Cartersville; we must now welcome Colonel Thurston T. Todhunter, of Missouri, an altogether different figure, but one who tickles our sense of humor and engages our affections just as truly as does the famous figure of Mr. Hopkinson Smith's creation.

A Missouri democrat of the old brand, Colonel Todhunter is a natural leader in politics because a prince among men in his gifts of speech-making and rare good fellowship. He is simple-

hearted and child-like, yet shrewd to seize a point that can be made to tell against an opponent, an invincible and yet a generous foe, and an unswerving friend.

Here are some of his characteristic sayings: "I'll be eternally condemned, suh, if I care the snap of a whip for a winnin' that wasn't the result of the hottest fight we knew how to put up, suh." "The next thing to livin' victorious is dyin' game, suh." "You can't curry no horse by standin' off and lookin' at him, suh." "We'd be a mighty scrubby lot if we weren't always ready to wrestle our blamest for whatever's worth havin' in this world, suh." "Old Lost Opportunities has beat more candidates for office than all the men that ever ran on the opposite ticket." "I don't know nothin' more triffin' and insignificant than a bottle of soda pop that won't fizz."

The story possesses a freshness, a raciness, an individuality, that are grateful to the jaded palate. No critic would deny that the colonel is a real, vital person, that he stands firmly on his legs, that he endears himself to his reader and sticks in the memory.

The appeal of *Colonel Todhunter of Missouri* lies in its delightful character drawing, particularly of the colonel; in its picturesque local color, which has also the charm of novelty, since Missouri is less exploited in fiction perhaps than any other of the southern states; in its good dialogue, its pervasive humor, and, above all, in its humanness. The colonel's wit, philosophy and shrewdness are always adequate, and his wholehearted affection, his courage, his loyalty, his genuineness are irresistible.

IDEALISM IN EDUCATION; OR, FIRST PRINCIPLES IN THE MAKING OF MEN AND WOMEN—By *Herbert Harrell Horne, Ph. D.* *The Macmillan Company, New York. \$1.25 net.*

Dr. Horne is growing. In his study and work on the subject of education, he has very evidently been educating himself, for this book is a distinct advance, both in thought and style, upon his earlier works, "The Philosophy of Education," and "The Psychological Principles of Education," splendid contributions as they were.

In the two books mentioned, there was a little too slavish a following of the fetiches and traditions of education, with too little constructive, original thought. This book is much better in that respect.

In this work, Dr. Horne takes up what he calls the three forces or elements in man making: heredity, environment, and will. Each is the subject of a chapter, in which it is discussed illuminatingly and always with the practical application in view. The work, throughout, is based upon the latest authenticated findings of science, together with the results of actual experience.

There is an interesting and valuable discussion of the mooted question of free will in the chapter on the will. Whether or not you and I fully agree with him in his conclusions, we must at least respect the careful manner in which he approaches them, and the accurate way in which he bases them upon the arguments he has presented. And I'll be frank to say that I like his statement of the law of will in man making. Here it is:

"Within the limitations of inherited capacities and enviroining opportunities, man becomes what he will."

And here are some valuable thoughts that follow this statement of the law of will:

"The essence of will consists in attention to thoughts."

"The control of one's thoughts is the secret of all individual attainment. The deeds of conscious men are the expressions in the outward world of the thoughts to which they inwardly consent."

"Thoughts then lead to deeds, and deeds through repetition lead to habits, and our habits taken together are our character, and our character leads by cause and effect to our destiny."

In his last chapter, Dr. Horne takes up the philosophy of man making. To me this chapter reads more interestingly than any novel, for, in it, is crystallized the best of the philosophy of the race.

The various leading forms of philosophy are discussed, and their powers and weaknesses pointed out. It is a search for the meaning of existence, and no philosophy is acceptable that leaves a great gap in the solution of the riddle.

After setting aside, for one reason and another, all the others, Dr. Horne has this to say of idealism:

"There is but one vast meaning running through all the facts of existence, like the mind through the body. Mental facts are both facts and meanings, while physical facts also have their mental meanings. As all nature fills one space and all events one time, so all existence is one unity "whose body Nature is and God the soul." . . . The trouble with this guess is that it is not demonstrable. It reads all the facts in a very simple way, but you cannot prove that the guess is correct. This is of course because the philosopher himself is not the whole meaning. From the nature of the case the guess of the part concerning the whole is not verifiable. Because it seems to have the most reason in it, we adopt this last guess of idealism."

One of the most popular biographies of recent times is "The Life of Governor John A. Johnson of Minnesota," which is now going into a new

edition. Over thirty thousand copies have been sold in the few months since it appeared. Frank A. Day and Theodore M. Knappen are the authors and they have very thoroughly and entertainingly portrayed the life and character of the great governor. The book is published by Forbes & Co., of Chicago.

Marjorie Benton Cooke, author of the recent successful story, "The Girl Who Lived in the Woods," has written twenty-five sonnets in tribute to her mother, which will soon appear in book form under the title, "To Mother," (Forbes & Co.). They are said to have unusual poetic beauty and the publishers are going to offer them in an attractive form by way of further suggesting their suitability for presentation by all daughters and sons as a tribute to their own mothers.

Human Confessions, by Dr. Frank Crane, to be published in March by Forbes & Company, Chicago, is a collection of essays on life that are fresh in thought and style; and, as the title indicates, of human interest. This book will be followed with "God and Democracy," by the same author an original view of diety.

Fred Emerson Brooks, humorist-poet and popular lecturer, offers to quench the present thirst for toast books with a collection of ninety original toasts in verse, which he calls "Buttered Toasts." Their publication in book form by Forbes & Company in March will be their first appearance in print.

### Health for Children

This has been well termed "The Century of the Child;" for never was so much consideration given to the physical training, at least, of youth. Leaders in educational movements have been urging the importance of sexual knowledge for adolescent youth in relation to moral and physical health. The necessity for such instruction is no longer doubted,—the present question is to discover the best method of imparting it. Dr. E. B. Lowry has aimed to solve this problem with two books that tell the story of life in language intelligible to the children of the age concerned. The first book, "Confidences," (Forbes & Co., Chicago,) is for girls and it has been received with such favor by educators, physicians and parents that it is in the third large edition within three weeks of publication. The book for boys, entitled "Truths," appeared March first. The books are remarkable for their delicate and adequate presentation of the subject. The narrative form enhances their interest and effectiveness for young readers.

"The finest result of a trained mind is the ability to judge."—Horne.

"Today well lived makes every yesterday a dream of happiness, and every tomorrow a vision of hope."—Old Sanscrit.



# Helpful Hints for the Student of The Business Philosopher

(MAY, 1911 ISSUE)

1. How many articles in this issue can you apply to your business?
2. How many articles in this issue can you apply to your own work?
3. What article of them all has been the greatest inspiration to you?
4. Which one has been of the greatest practical value? How?
5. How many practical suggestions for the improvement of your firm's service to the public can you get from this issue?
6. What practical suggestions for man-building do you get from this issue?
7. What one thought in this issue has made the deepest impression on your mind, and why?
8. Give three or more thoughts selected from this issue which you believe will be conducive to self-improvement, and therefore Efficiency Development, and which you have committed to memory.

## Specific Questions on Certain Articles

### On the Front Porch—Page 243

1. Can you apply any of the methods used by Mr. Galbreth to your own work? If any, how?
2. What are the four principles of scientific management formulated by Mr. Taylor?
3. How can the principles of man-building be applied to Efficiency Development?

### Efficiency—The Key to Success—Page 279

1. What controls success in business?
2. What is Latson's definition of Efficiency?
3. What are the two ways of increasing profit, and which is the practical one?

### The Questions of Socratic— Page 281

1. What is the opinion of the value of "seeing life" in the sense used by "Fussberg"?

2. What was the "one thing lacking" in Pejor's selling talk?

### What's the Amount of Your Salary?—Page 290

1. What is the first move to make toward getting a larger salary?

### Prompt Service in Handling Troubles With Our Customers—Page 291

1. What three classes of troubles are given by Mr. Sage?
2. What is the first thing to do with a complaint?
3. What is the effect upon the customer of a prompt remedy of trouble?
4. Give an instance, if possible, of the good effect of prompt service in your own business.

Give a three-minute talk on the value of the contents of this issue of the magazine to you.

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Commercial Law  
Contracts and Leases  
Partnership  
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## ARTICLE II.

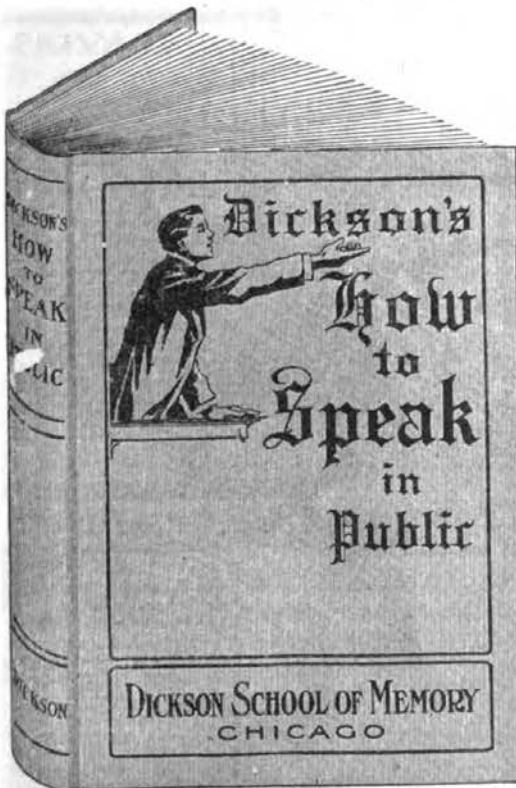
(IF YOU DID NOT READ ARTICLE I, SEE LAST MONTH'S POPULAR MECHANICS)

**L**AST month **ELBERT HUBBARD** told the readers of **THE BUSINESS PHILOSOPHER** something about my School of Memory. **HUBBARD** knows that the men I am helping most are you Managers, Secretaries, Teachers—men and women in business who need the Quick Thought, Accurate Judgment, Unhesitating Decision—in short, the Responsive Memory which presents Facts to you when Facts are needed. **HUBBARD** recommended my System to you because he knows that hundreds of readers of **THE BUSINESS PHILOSOPHER** have already raised their standard of efficiency by taking my method. ¶ Now I am addressing you personally. Increased efficiency, greater abilities, higher standards are all for you, my booklet will explain. Simply cut out and mail coupon below. Accuracy of Memory is not all that is covered by my method. Remember the man who was called upon to speak—He arose, stammered, sucked air, gurgled ice-water—forgot—and sat down in the kindly silence. Memory in Relation to Public Speaking was what he required. That is one of the many subjects in my Method. It is very simple; you do not realize the capacity of your own brain until you have put it through a few easy exercises. Ability is latent within you, it simply needs developing. You will be surprised to note how quickly and accurately a *trained* faculty responds.

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By this system an \$8-a-week girl can write better letters than a \$25-a-week correspondent, because she simply copies into her book the best paragraphs in the regularly dictated letters of the head of the business, and all letters are in his language, perfect in every detail of punctuation, grammar, etc., and may be signed by his name though he never sees the letter himself. This is a wonderful means of raising the quality of correspondence, as well as saving much time and expense. 80 gummed pages, 20 index pages, 100 pages in all; price, postpaid, \$3; subject to approval and return at my expense.

### **Sherwin Cody's Compendium of All Card Systems**

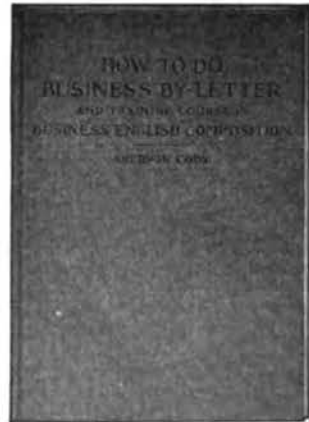
An instruction book on loose-leaf and card systems (the only book ever published clearly stating the simple fundamental principles of these systems), accompanying a neat box of 500 cards, size 3x5 inches, printed from specially engraved wax plates in the best style, representing 18 complete systems all ready for use, including forms for mailing lists, advertising, salesmen's report and route cards, perpetual inventory forms, cost systems, school forms, and loose-leaf and card ledgers of all kinds, for wholesale, retail, mail-order, instalment, and specialty businesses. Electrotypes of plates sold and directions given for printing systems at one-third the usual price. Price, complete, \$3.00.



### **How to Make Advertising Pay How to Write Letters that Pull Office Salesmanship & Business Psychology**

I have made a detailed personal study of forty-six leading lines of business: Manufacturing, wholesale, retail, mail-order, and specialty, and have taught presidents, secretaries and advertising managers how to make a success of their publicity—I know what will win in forty-six different businesses, yours among the number, and this information I give in my complete course, together with all the books and special features described above, with scores of others—everything I have for only \$30, including twenty personal lessons. Write for complete catalogue.

**SHERWIN CODY, LIBERTYVILLE, ILLINOIS**



#### **\* CONTENTS:**

Using Words So as To Make People Do Things.  
How to Begin a Business Letter.  
How to Close a Business Letter.  
The Body of the Letter.  
Applying for a Position.  
Sending Money by Mail.  
Ordering Goods.  
"Hurry-up" Letters.  
How Money is Collected.  
Letters to Ladies.  
Professional Letters.  
How to Acquire an Easy Style in Letter Writing.  
Two Kinds of Letters—Buying and Selling.  
When to Write a Long Letter and When to Write a Short Letter.  
Answering Inquiries.  
Talking in a Letter—Colloquialisms and Slang.  
Complaint Letters.  
Condensation—Writing Advertisements.  
Advertising and Follow-up Letters.  
Display in Letter Writing.  
Salesmanship in Letters and Advertisements.  
Customs and Regulations of the Post Office.  
Social and Official Forms; the Rules of Grammar, with Common Errors; the Rules of Punctuation for Business Office Use.

# How Shorthand Helps Sheldon Men Win

If the question were asked: "What *one* accomplishment in business will do *most* toward helping a young man make good"? we would unquestionably answer: "The ability to write shorthand."

This advertisement, and booklets which we are anxious to send you, prove the absolute truth of this assertion. They show how the man who does not know shorthand is "shorthanded" a dozen different ways. They show how a man who knows shorthand, can "short-cut" his way to a bigger salary and a better opportunity.

And they tell about a remarkably simple and original course of shorthand that has completely revolutionized stenography—a



## New System Taught in 30 Days

Boyd's syllabic system of shorthand is in no way similar to the old-fashioned hard-to-learn and easy-to-forget methods.

You employ no shading, no positions, no lines; there are no word signs to remember, no tedious rules to memorize, and the whole course stands complete when you have learned but nine characters. Yet the Boyd system, easily mastered in a month and very often less, places the whole English language at your finger-tips. We absolutely guarantee to teach perfect shorthand in 30 days.

### Big Men Shorthand Writers

Some of the most successful Business, Professional and Public men began as shorthand writers.

To know shorthand means to come in contact with big men—Court reporters, Government reporters, Private Secretaries and general stenographers are constantly transcribing the big ideas and the every-day priceless experiences of big men.

And to know shorthand means to "jot" down essential points that the other fellow loses or forgets. Important and highly valuable ideas are flashing every minute—at lectures, in private talks, when selling goods, in class meetings—and the man who can write shorthand has an advantage not to be reckoned in dollars and cents.

### Chicago Correspondence Schools

1212 CHICAGO OPERA HOUSE BLOCK

More,—shorthand is the stepping stone to any business you want to enter. As a shorthand writer you can work in your chosen field and make good money while you are learning.

### Booklet Free on Request

At a word from you we will gladly explain further, without cost or obligation, how you or any other man can become an expert in shorthand through a little spare time study at home before a month can pass.

We have students all over the world in high positions, making big money, eclipsing hundreds of old-fashioned writers—and they learned the Boyd system in one month's time.

Write at once for the whole interesting story. The booklet is free—we gladly send it anywhere. Address

Chicago Correspondence Schools,  
1212 Chicago Opera House Blk., Chicago.

Please send me more information about your guarantee to teach shorthand in Thirty Days.

Name .....

Address .....

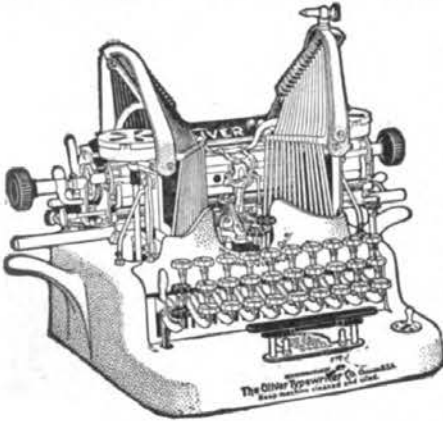
City and State .....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Seventeen Cents a Day Buys an Oliver Typewriter

This amazing offer—the New Model Oliver Typewriter No. 5 at 17 cents a day—is open to everybody, everywhere.

It's our new and immensely popular plan of selling Oliver Typewriters, on little easy payments. The abandonment of *longhand* in favor of clean, legible, beautiful *typewriting* is the next great step in human progress.



Already—in all lines of business and in all professions—the use of *pen-and-ink* is largely restricted to the writing of *signatures*.

Business Colleges and High Schools, watchful of the trend of public sentiment, are training a vast army of young people in the use of Oliver Typewriters.

The prompt and generous response of the Oliver Typewriter Company to the world-wide demand for *universal typewriting*, gives tremendous impetus to the movement.

The Oliver, with the largest sale of any typewriter in existence, was the logical machine to take the initiative in bringing about the *universal use* of typewriters. It *always* leads.

## Save Your Pennies & Own an Oliver

This "17-Cents-a-Day" selling plan makes the Oliver as easy to *own* as to *rent*. It places the machine within easy reach of every *home*—every *individual*. A man's "cigar money"—a woman's "pin-money"—will buy it.

Clerks on small salaries can now afford to own Olivers. By utilizing spare moments for practice they may fit themselves for more important positions.

School boys and school girls can buy Olivers by saving their *pennies*.

You can buy an Oliver on this plan at the regular catalog price—\$100. A small first payment brings the machine. Then you save 17 cents a day and pay monthly.

And the possession of an Oliver Typewriter enables you to *earn money to finish paying for the machine*.

### Mechanical Advantages

The Oliver is the most highly perfected typewriter on the market—hence its 100 per cent efficiency.

Among its scores of conveniences are:

- the Balance Shift
- the Ruling Device
- the Double Release
- the Locomotive Base
- the Automatic Spacer
- the Automatic Tabulator
- the Disappearing Indicator
- the Adjustable Paper Fingers
- the Scientific Condensed Keyboard

### Service Possibilities

The Oliver Typewriter turns out more work—of better quality and greater variety—than any other writing machine. Simplicity, strength, ease of operation and visibility are the corner stones of its towering supremacy in

- Correspondence
- Card Index Work
- Tabulated Reports
- Follow-up Systems
- Manifolding Service
- Addressing Envelopes
- Working on Ruled Forms
- Cutting Mimeograph Stencils

Can You Spend 17 Cents a Day to Better Advantage than in the Purchase of this Wonderful Machine

Write for Special Easy Payment Proposition or See the Nearest Oliver Agent

The Oliver Typewriter Co., The Oliver Typewriter Building Chicago, Illinois

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## Turkish Baths at Home Do Wonders



There is internal body-waste always going on. An over-accumulation of this poison means nerve-exhaustion. Drugs cannot drive it out. Take a scientific Turkish Bath at home, at cost of only 2c a bath, by means of the Robinson Turkish Bath Cabinet and feel the rapid change in your condition inside of 30 minutes. It has produced astonishing

results in men and women, nervously exhausted and afflicted with rheumatism, blood, stomach and other troubles. Prominent physicians in many cases are abandoning drugs for this new treatment. The Robinson Bath Cabinet is the only scientifically constructed bath cabinet ever made—a model of ingenuity. Sold by dealers or sent direct at prices to fit any purse. Send for illustrated booklet of astonishing facts free with full information.

ROBINSON MFG. CO., Suite 145 Snowflake Bldg., Toledo, Ohio

ONE DOLLAR BRINGS YOU

## "The Rational Life"

By WILL J. ERWOOD

☛ The latest word on: Love—Marriage—Divorce; The Sex Question; Social Evils; The Rational Life; The Conquest of Self, etc. It is as fascinating as a romance. It is live thought on live issues.

It is written for you . EVERYMAN!  
And for you . . . EVERYWOMAN!

☛ And you, too, mother and father, it has ideals for you! Send for it! Read it together! It will help to make "Home, Sweet Home!"

☛ Finely bound, cloth and gold, about 200 pages; just from the press. Postpaid, only One Dollar.

Address: WILL J. ERWOOD

Dept. B. 717 East 22nd Street, Baltimore, Md.



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If you are honest and ambitious write me today. No matter where you live or what your occupation, I will teach you the Real Estate business by mail; appoint you Special Representative of my Company in your town; start you in a profitable business of your own, and help you make big money at once.

Unusual opportunity for men without capital to become independent for life. Valuable Book and full particulars free. Write today.

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E. R. Marden, Pres.

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MAKERS OF

## EVERYTHING IN ENVELOPES

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Place check in the square below indicating number of book desired; write name and address on lines below and forward, with 10 cents postage attached, and the book is yours—without further expense or obligation, of course.

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[Showing how business men may raise capital for business projects].

### 2—FINANCIAL HAND BOOK

[For promoters, fiscal agents and brokers?]

### 3—BUSINESS BUILDING BY CORRESPONDENCE

[For the man who uses circular letters]

### 4—THE SELLING FORCE AND THE SELLING FARCE

[Showing why the great majority of selling plans do not pay]

### 5—THE GREAT LAW OF AVERAGE

[A new principle discovered by a business expert, bringing CERTAINTY to business affairs]

### 6—HOW \$250 MAY RAISE \$200,000

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If more than one book is desired add 10 cents additional for each extra book. Money refunded if not perfectly satisfactory. Each book conveys a MESSAGE. Each tells something NEW and VALUABLE.

The Business Development Co. of America

1	2	3	4	5	6
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119 NASSAU STREET  
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May B-P

## Read Below What Practical Business Men Say of These Books

"Booklets sent are fine and ideas O. K."—L. E. BAILEY, San Jose, Cal.

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"Consider brochures of real value to me and worth many more times the price asked."—L. C. KELLOGG, Seattle, Wash.

"After carefully reading, I want to state that, if I could have had the information contained in 'How \$250 Can Raise \$200,000' I would have been saved several hundred dollars, much valuable time and been spared much humiliation. The idea is right. I paid hard cash and harder experience in proving it."—E. D. CRIBBS, Highland Park, Ill.

"'How \$250 May Raise \$200,000' is the best article I ever remember seeing emanate from your establishment and 'HITS THE NAIL SQUARELY ON THE HEAD.' I have succeeded at last in promoting my mine, but could have saved about three years of the time out of the four it has taken, if the proper course had been pursued from the first, as laid down. The course finally pursued followed closely along lines laid down now by you, save differing in details. The method was very much the same."

"I think the very logical and convincing argument set forth in 'How \$250 May Raise \$200,000' would wake up a mummy one thousand years old, for EVERY WORD IS ABSOLUTELY TRUE."

Very truly yours,

MARK E. DAVIS, Oakland, Cal.

"I was very much interested in 'How \$250 May Raise \$200,000,' for the reason that it appears to hit the situation exactly. I have read nearly all your issues for the past two years, and much of your printed literature, but never saw anything that covers the situation so completely as does this article."—J. T. RYAN, American Tire Armor Co., 816 Pacific Building, San Francisco, Cal.

"The Business Development Company of America is the publisher of five little books which are the most unique and interesting publications in their way that *The American Banker* has ever had the pleasure of receiving. They contain a vast amount of information that will be of value to bankers, promoters and business men who are interested in building up their business."

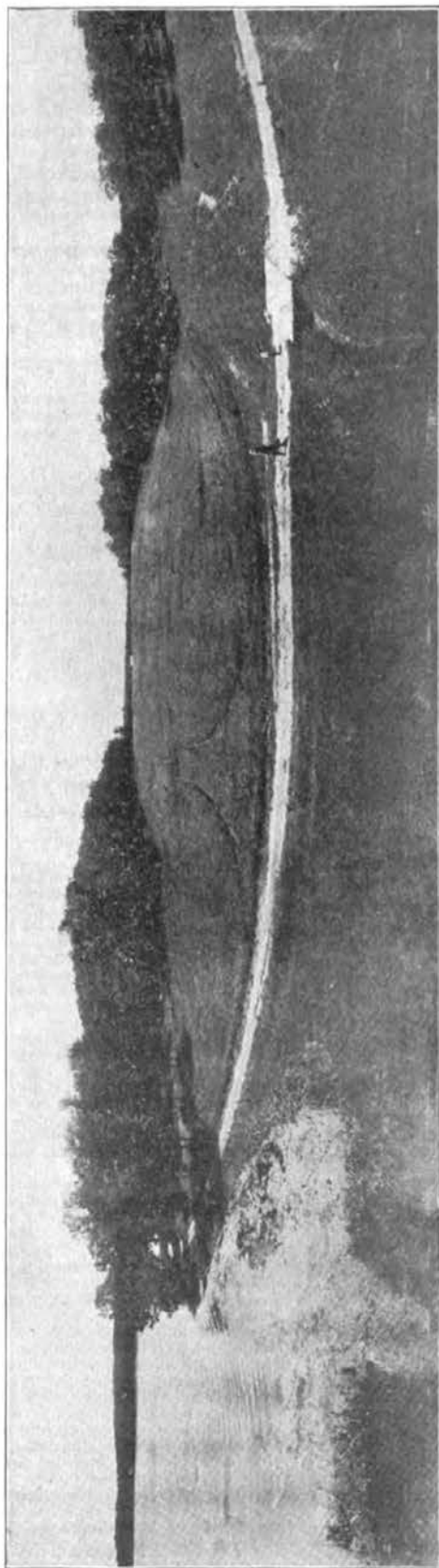
"These books sell for ten cents a copy and are worth \$10 a copy. We advise our readers to send for them." Editorial extract from *The American Banker*, March 5, 1910.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

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# YOUR SUMMER HOME



SHORE ACRES SUBDIVISION, LAKE EARA

**O**F COURSE you want to own a summer home. There is something in you that calls for woods, meadows, cool waters, and broad, comfortable porches, when summer comes and brick walls and paving stones shimmer and quiver with the heat. You need rest and relaxation.

You may have to be in the city on business during the day. But you are refreshed and renewed by the evenings and the week-ends at your summer home.

And it makes you glad to know that wife and babies are away from the glare, the blare, and the dust, getting strong and rosy at your summer home.

No, this is not a millionaire's dream. That summer home is within your reach. And, if your business is in Chicago, it is only an hour's run from that city—you can come out every night. If further away, you can come Friday or Saturday and stay until Monday.

For your summer home, I have just opened a new sub-division on the shores of Lake Eara—the most beautiful of all the famous lakes of Northern Illinois. It is only thirty-five miles from Chicago—three railways run from it into the city.

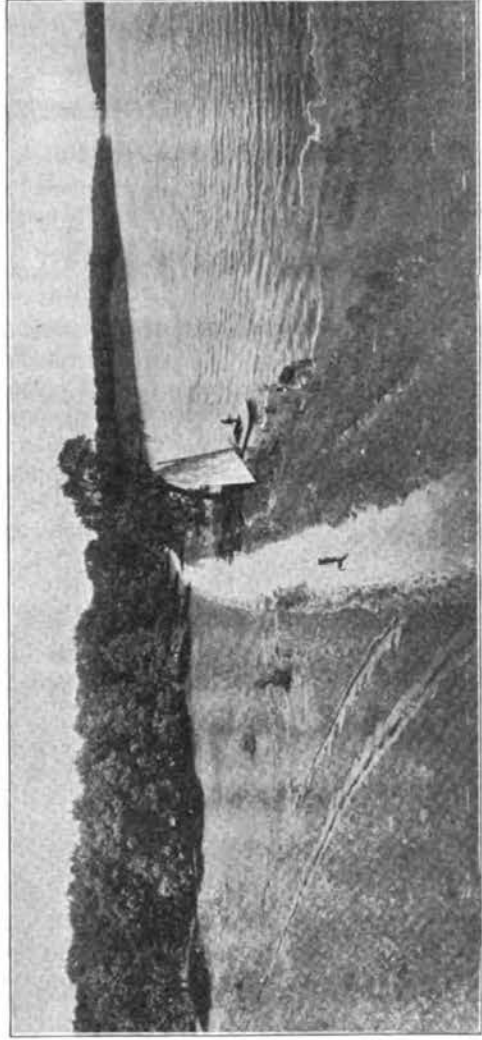
There are a limited number of lots, all at reasonable prices—first come, first served. When you buy a lot, you buy fishing, swimming, and boating privileges on Lake Eara. *There is no lake property so near Chicago at anything like the price.*

My primary object in opening this sub-division is to finance the first building of Sheldon Commercial University.

I want these summer homes, as far as possible to be owned by Sheldon Graduates or those in sympathy with A R E A philosophy.

*Write me today, saying you are interested  
and I will tell you all about it*

**A. F. SHELDON**  
LIBERTYVILLE, ILLINOIS



SHELDON'S LAKE SHORE DRIVE, LAKE EARA



## Show Your Colors

**WEAR** a Sheldon button. There are Sheldon men all over the country. They want to get acquainted with other Sheldon men. Let this little button be your introduction. Wear one on your coat all the time. Sheldon men are mighty progressive. Perhaps the other fellow will have something to tell you which will help you make that big sale tomorrow.

Get into line with the rest of the Sheldon men and boost. Meet the rest of the fellows who are boosting and let us all help each other.

**Every  
Business Science Club  
Member Should  
Own One**

This button contains the letters B. S. C. (Business Science Club) and A. R. E. A.—standing for Ability, Reliability, Endurance and Action—the four essential elements for success.

Send one dollar today. If you are not satisfied just send the button back and we will refund your money.

SHELDON UNIVERSITY PRESS  
Libertyville, Illinois

Sure—send me one of those buttons. Here is a Dollar William.

Name .....

Address .....

## Spinal Irritation

An elegantly illustrated booklet explaining the cause and cure of the disease that produces the following

### SYMPTOMS:

**HEADACHE** or pains in the head, especially in the Back part or Base of Brain; Nervous or Bilious Headache; sensations that feel like the pulling or stretching of  
**CORDS** in the Neck; trouble with the  
**EYES** connected with pain or aching in back part of head or neck or upper part of shoulders; aches or pains in the eyes or back of them; specks or spots before the eyes or blurred vision; a frequent desire to  
**SIGH** or **YAWN** or take a deep, full breath, and in some cases, an inability to do so;  
**PALPITATION** or irregularity of heart; pains, oppression, difficult breathing, or very peculiar and disagreeable feelings in the region of the  
**HEART, LUNGS, STOMACH**, or other parts of the body that doctors often call Neuralgia, Rheumatism, Indigestion, Heart trouble and various other names, but fail to cure; aches or pains in the region of the  
**KIDNEYS; BACK-ACHE**; sensations of oppression or constriction like a  
**BELT AROUND THE BODY**, or part way around;  
**PARTIAL PARALYSIS** of arms, shoulders, hands, lower limbs or feet, causing pains in these members, or a  
**NUMB FEELING** or sensations of coldness, heaviness, or a tingling or feelings resembling the  
**PRICKING** of PINS or needles or as if the parts were asleep;  
**SORE, TENDER** or **BURNING** points along the spine or in the limbs or feet; pains in the face, arms, back, lower limbs or feet, resembling those of  
**NEURALGIA** or **SCIATIC RHEUMATISM** (physicians often treat these symptoms as ordinary neuralgia or rheumatism, but such treatment will not cure them);  
**CHILLS UP** or **DOWN BACK**;  
**CREEPING** sensations, coldness or numbness; pain  
**BETWEEN SHOULDERS**.

If you have the above named symptoms, or any of them, you probably have **SPINAL IRRITATION**, a very serious disorder that but few physicians can cure. Yet it is very easily cured by proper treatment. Our elegantly illustrated booklet explains how. It also describes the disease and explains what causes it.

Price, 10 Cents.

OHIO STATE PUB. CO.,

The Birmingham, Cleveland, O.

## The Uplift

Gives helpful thoughts, makes life happier, and teaches a sane optimism. It has no fads. It believes in the individual, and in the power of his mind and will.

Thinkers like *The Uplift*. Subscriptions may begin at any time. Price \$1.00 a year. Address—

## The Uplift

Back Bay .. Boston, Massachusetts

# You Have a Right to Independence



**W**HATEVER your condition you are bound to believe that you have a right to business freedom. Every good American believes that, and with considerable justice, too. But—do you actually possess any real business independence? If you have given the subject any thought you also realize that the right to independence means not only an earnest desire to enjoy it, but a will to achieve it. Have you made any real effort to become absolutely independent? The more you study the opportunities for business freedom the more you must be convinced of the limited channels through which it may be gained. Have you ever considered the one wide field yet scarcely understood? This field is the collection field. It is practically limitless. It is as wide and broad as America itself. The demand for experts is becoming wider every day. It will continue to widen as long as the country does business on a credit basis, and that means as long as present property ideals exist. Do you know that it takes practically no cash capital to enter this business?

## Your Head—Your Capital A Trained Brain Better Than Cash Capital



**A. P. HYDE**  
Holyoke, Mass.

I have made good from the first letter I sent out. I had never collected a bill in my life until I took the lessons, and I have made as high as \$108.00 in one week and that in spare time only, evenings and Saturday afternoons. I don't see five people out of fifty that I collect money from. I just write to them and the money comes by mail. Don't think that it is hard work to make friends of your clients, it is not. You can't help but win. *Arthur Philip Hyde.*

A New York student wrote me recently that he could command \$5,000 at low interest, asking my advice on investing it in the Collection Business. I told him what I tell you—the collection business needs no such capital. A good brain is worth ten times \$5,000 in this business.



**H. A. MURPHY**  
Youngstown, Ohio

The following are my COMMISSIONS for

March	\$348.02
April	430.48
May	439.72
June	484.58

Commencing with November my commissions ran from \$250.00 up to \$350.00 per month, including February. *H. A. Murphy.*



**W. A. SHRYER**  
PRESIDENT

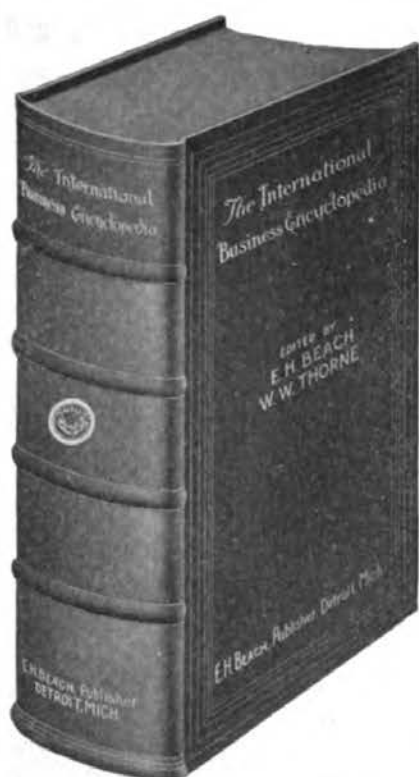
## I Can Make Your Brain Pay You Dividends

I can teach you to cash in with your brain. The amount of your dividend rate will, of course, depend on the quality of your gray matter. The more of that you already possess the greater your actual dividend. No matter how trained your head may be I can make it pay you something. It is entirely up to you how much. I can show you how to make it pay you a steady dividend in your spare time. The collection business is an ideal one for this character of brain investment. I can teach you how to make it pay big dividends if you care to devote all your time to the business. Any way you look at this problem of making a living and increasing your dividends I can help you. Simply say the word and I will show you how. It will cost nothing to see my proof of results accomplished with others. They were no more fortunate or lucky when they started than you. Write and see for yourself.

**W. A. SHRYER, President**

**THE AMERICAN COLLECTION SERVICE, 379 State St., Detroit, Mich.**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## **\$1 Secures this Great Reference Book**

An entirely new, up-to-date, down-to-the-minute Reference Book, for bookkeepers, cashiers, accountants and business men.

This magnificent volume weighs nearly six pounds; contains over 500 pages, 200,000 words and 700 illustrations of forms and tables; beautifully printed on fine paper; handsomely and strongly bound; produced and presented to the business world at a cost which brings it within the reach of all; easiest for reference, plainest for acquiring information, and most economical when compared with all other publications of like nature.

**It is yours on payment of only \$1.00**

down and the balance in monthly installments of 50 cents or \$1.00 as you prefer.

Monthly installment price, \$4.00 per copy; introductory special cash price (less 10 per cent) only \$3.60.

In either case the expressage is prepaid to your address in the United States and Canada.

**E. H. Beach, Publisher, Detroit, Mich.**

Send 25 cents for 12 months subscription to

### **Beach's Magazine of Business**

A handsome monthly magazine for business men, bookkeepers, accountants, cashiers, credit men, stenographers, advertising managers, etc. The man "behind the desk" must have it. Splendid business stories. Your money back if you do not like it.

E. H. Beach, Publisher, 69 West Fort St., Detroit, Mich.

## **The International Business Correspondence Course**

Special Instruction for Home Study in

### **Higher Accounting and Manufacturing Costs**

For those who desire to qualify for *Higher Positions* and *Higher Salaries* as Chief Accountants, Cost Accountants, Auditors, etc.

### **The Course Comprises**

The International Business Encyclopedia (described above); six lessons on Higher Accounting; six lessons on Factory Cost Accounting; twelve sets of Exercises to be worked out; twelve sets of Standard Answers, and the personal attention of the Board of Examiners.

### **THE COST**

Special Terms Until October 1, 1910

This comprehensive, complete and fully effective Business Correspondence Course is offered at the temporary and very low introductory price of \$10 cash, or \$12 payable in easy installments of \$2 down or \$2 per month for five months. On and after October 1, 1910, the price will be \$20 cash, or \$24 on the installment plan.

**E. H. BEACH, Publisher :: Detroit, Michigan**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# GET TOGETHER PAGE

In this page our subscribers will have the *free use* of a four line space for one insertion. In this space they may advertise themselves for sale or may advertise for the services of some one else. Others—not subscribers to **THE BUSINESS PHILOSOPHER**—will be obliged to pay 25 cents per line for classified ads. In sending in your ads you should figure seven words to the line so that there will be no trouble over the insertion.

**WANTED—SOME GOOD SALEABLE ARTICLE TO** sell to the farmers, or in smaller cities or towns. I have a crew of sixteen men at present. Box 152, Andover, Ill.

**LOCAL REPRESENTATIVE WANTED—SPLENDID** income assured right man to act as our representative after learning our business thoroughly by mail. Former experience unnecessary. All we require is honesty, ability, ambition and willingness to learn a lucrative business. No soliciting or traveling. This is an exceptional opportunity for a man in your section to get into a big-paying business without capital and become independent for life. Write at once for full particulars. Address E. R. Marden, Pres. The National Co-Operative Real Estate Company, L. 494 Marden Bldg., Washington, D. C.

**\$10 A DAY SELLING NEW ARTICLE—EVERY** firm needs quantity. Nice, pleasant business. Big demand everywhere. Samples free. Metallic Mfg. Co., 431 N. Clark, Chicago.

**GOOD AD MEN**  
**SHOULD MAKE SUCCESSFUL**  
**SALESMEN.**

**LARGE ADVERTISING CLOAK HOUSE SEEKS** big men of big action to make big money. Cloak experience not as important as real **SELLING** ability. Correspondence confidential. "Sales Manager," 409 Garfield Bldg., Cleveland, Ohio.

**REPRESENTATIVES WANTED EVERYWHERE** by large real estate firm. Spare time. No experience needed. O. S. Terrace Realty Company, 219 Laclede Bldg., St. Louis, Mo.

**WANTED—SALESMAN TO JOIN US IN FOOD** business. Are equipped to manufacture, but not to sell. Write for particulars. Climax Confection Co., 342 Broad St., Newark, N. J.

**BUILD A BUSINESS OF YOUR OWN AND** escape salaried drudgery for life. Learn the Collection Business. Limitless fields; little competition. Few opportunities so profitable. Send for "Pointers" today. American Collection Service, 165 State Street, Detroit, Michigan.

**SITUATION—YOUNG MAN WANTS TO SELL A** goodly supply of ability, reliability, perseverance and ambition in place where there is opportunity to be a power in the business world and occupy position of responsibility and trust. Eight years' excellent experience. Terms reasonable. For personal interview write R. E. Dickinson, Sherman and Monroe Aves., Bellevue, Pa.

**TYPEWRITERS ALL MAKES**  
**Extra Special No. 3 Ollivers,** rebuilt, good as new. \$42.50 cash or \$45.00 on installments, easy terms. All other **Standard Machines**, including **Visibles**, at equally low prices. **Bargains** in No. 2 Smith Premiers, Fay Sholes, etc.  
**PRICES: \$15.00 AND UP**  
5 days free trial or rented, rental to apply on purchase. **Send for Catalogue.** Address **ROCKWELL-BARNES COMPANY, 125 Munn Bldg., CHICAGO**

**Best grade cedar canoe for \$20**  
We sell direct, saving you \$20.00 on a canoe. All canoes cedar and copper fastened. We make all sizes and styles, also power canoes. Write for free catalog giving prices with retailer's profit cut out. We are the largest manufacturers of canoes in the world. **DETROIT BOAT CO., 300 Bellevue Ave., Detroit, Mich.**

**5 Years' Absolute Guaranty**  
**On this Wonderful Detroit Marine Engine**  
**You Are the Only Judge** of the engine and its merits. 25,000 satisfied users. Material and workmanship guaranteed for five years.  
**Greatest Engine Bargain Ever Offered!**  
Fewest moving parts of any practical engine on the market. Nothing complicated or liable to get out of order. Only three moving parts. Extra long plastic white bronze bearings. Vanadium steel crankshaft. Adjustable steel connecting rod. All bearing surfaces ground. French gray iron castings. Water-proof ignition system. Runs at any speed from trolling to racing.  
**30 Days' Trial** Try the engine for 30 days. If you are not fully satisfied, return it and we will promptly refund all money paid us.  
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*Third*, a course of lectures by Katherine M. H. Blackford, M. D., on the subject of Character Analysis, or the reading of human nature.

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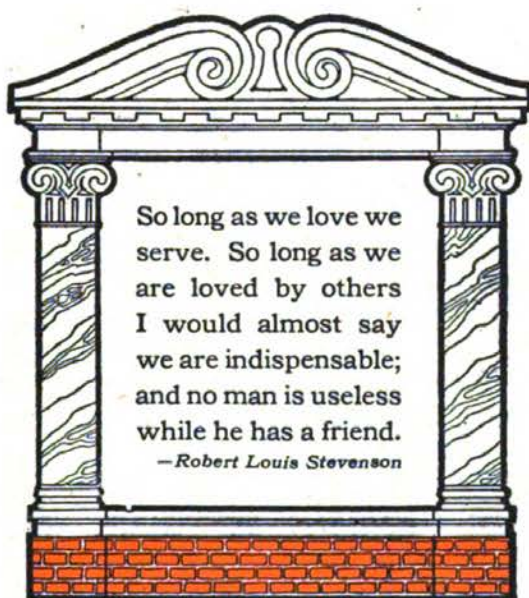
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# CONTENTS

ARTHUR W. NEWCOMB  
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SHELDON'S BUSINESS PHILOSOPHER AND SALESMANSHIP

JUNE, 1911

GEORGE WESTINGHOUSE.....	<i>Frontispiece</i>
EDITORIAL .....	307
<i>By A. F. Sheldon</i>	
COMPLETION OF LAW OF THE THREE THREES.....	313
<i>By Anna Griffith Sheldon</i>	
THE TRIUMPH OF FAILURE.....	319
<i>By Arthur W. Newcomb</i>	
ON THE WAY TO BROAD LIFE AREAS.....	321
<i>By Sheldon Leavitt, M. D.</i>	
GEORGE WESTINGHOUSE—INDUSTRIAL SEER.....	323
<i>By Arthur W. Newcomb</i>	
BUILDING A RETAIL BUSINESS.....	335
<i>By J. E. Brown</i>	
BUSINESS DEMOCRACY.....	339
<i>By C. H. Ingersoll</i>	
JOHN S. BRADSTREET—APOSTLE OF BEAUTY.....	343
<i>By Arthur W. Newcomb</i>	
THE QUESTIONS OF SOCRATIC.....	349
<i>By Arthur W. Newcomb</i>	
THE POWER OF THE UNSEEN.....	353
<i>By W. H. Tennyson</i>	
GLEANINGS FROM BUSINESS FIELDS.....	355
<i>By Thomas Dreier</i>	
THE ELIMINATION OF NON-ESSENTIALS.....	358
<i>By Frank C. Hancock</i>	
EVERYDAY BUSINESS SENSE.....	360
<i>By Jerome P. Fleishman</i>	
WANTED—A SOLUTION.....	362
<i>By John E. Morris</i>	
THE TANTALUS.....	364
<i>By Fred G. Kaessmann</i>	
THE PHILOSOPHER AMONG HIS BOOKS.....	366
HOW AND WHY A DISCIPLE OF ATTRITION WINS SUCCESS.....	368
<i>By Fred G. Kaessmann</i>	
HELPFUL HINTS FOR THE STUDENT OF THE BUSINESS PHILOSOPHER.....	370

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SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

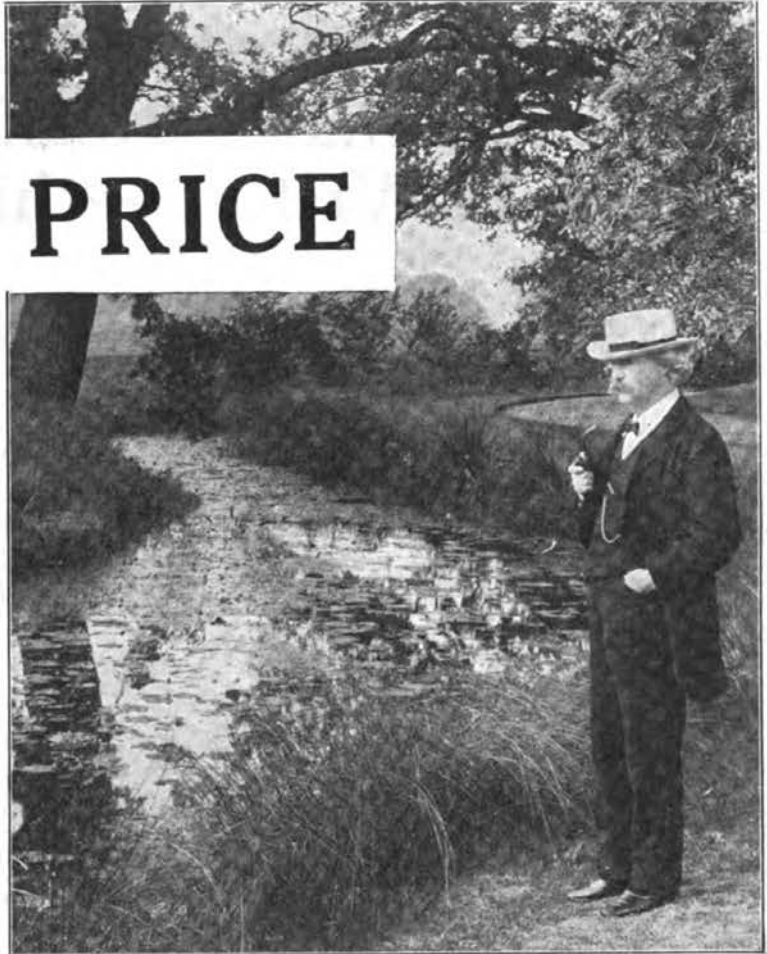
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SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# Ring the Bell Every Time

**W**HAT is it worth to you to be able to ring the bell every time you strike for a customer's order? What is it worth to you to be able, when he puts forth an objection, to knock that objection sky high with the irresistible force of a selling argument that has been tried and proven by the best salesmen of the best concerns in the world—concerns whose names are household words by reason of the enormous sales these very selling arguments have brought them?

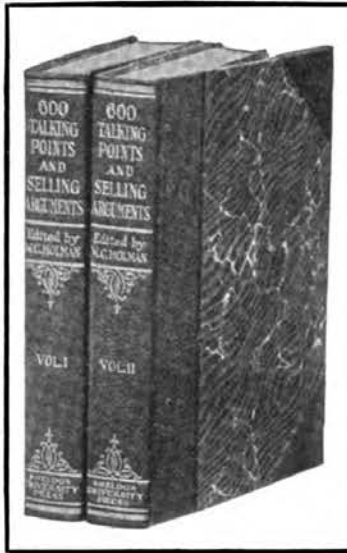
## What is it Worth to You:

—To know in advance the objections your prospect will make and the best answer to each that has ever yet been discovered.

—To have a number of answers (in some cases as many as twenty to thirty) to each objection—all irresistible—600 irresistible selling arguments?

—To know that every one of these arguments has been evolved by years of hard experience—improved and made stronger by constant successful use?

—To know that many of these arguments cost thousands of dollars in experience before they were discovered and perfected—and that many of them have sold millions of dollars worth of goods?



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A chemical formula written on the back of an envelope may be worth a fortune; a few figures giving the combination to a safe may unlock a door with millions behind it. Every page of this book contains a selling formula that you can coin into ready money. Every one of these 600 irresistible arguments opens a door that will lead you to more sales and more commissions. You could well pay, if you had to, a green-back for every page of this book; but the cost to you is slight.

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Enclosed please find \$4.00 for your Two Big Volumes of Six Hundred Talking Points and Selling Arguments.

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SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# One Grand

Make a mental picture.

Here are the broad strokes of the sketch:

Deep woods, broad meadows, beautiful lake with wooded and grassy banks, a camp of white tents on a green background, one big tent with tables groaning with the fat of the land, a company of jolly fellows, with their wives, sisters, daughters, and sweethearts.

Could you ask any better combination for a good time?

But fill in the details of your mental picture:

Athletics, games, horseback rides, strolls, rowing, sailing, canoeing, swimming, fishing, kodaking, dancing, singing, theatricals, camp fire rallies, hammocks in the moonlight, and plenty of plain and fancy loafing in the sunlight.

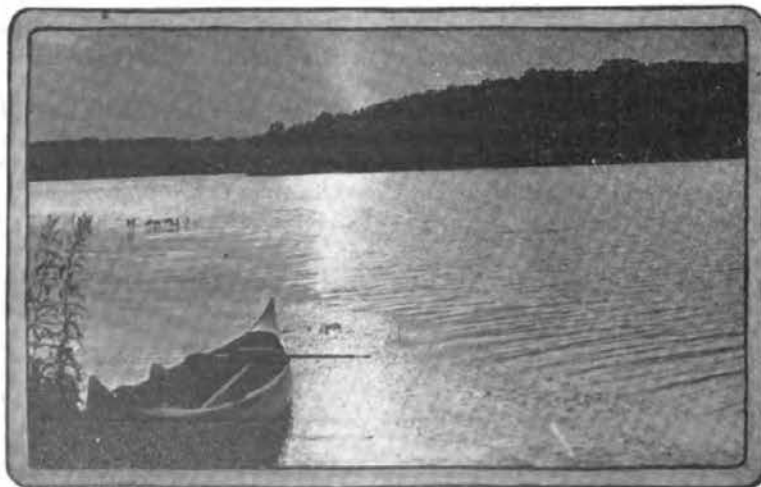
Can't you feel the lure of it?

It is just the vacation you need.

Your tired brain and nerves will be relaxed, refreshed, re-created, and tuned up for a bigger and better business campaign than ever before.

And it will cost you only two weeks' time and a little money.

But, if there were none of the good times you have put into your mental picture



## The Sheldon Summer School

Would still be worth a big multiple of its cost, on account of the instruction and inspiration you get here. Just look at the curriculum:

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# Good Time

**Man Building and Business Building**—Lectures and personal instruction by Arthur Frederick Sheldon, formulator of the Science of Salesmanship and the Science of Business Building, on the important topics of Man Building and Business Building. Mr. Sheldon is recognized as the highest authority in the world on these subjects, and his lectures are in constant demand. The business world has paid him over two and a half millions of dollars for his ideas on how to make money. This part of the curriculum alone is worth more to you, in dollars and cents, than the entire cost.

**Child Education**—Lectures and instruction by Mrs. Anna Griffith Sheldon on the subject of Child Education. Mrs. Sheldon has had several years' successful experience in adapting the AREA science and philosophy to the training of children. Her work is practical and of untold value to parents and teachers.

**Character Analysis**—Lectures and lessons in the Science of Character Analysis, or the Science and Art of Reading Human Nature—the other fellow—by Dr. Katherine M. H. Blackford, of Boston. Dr. Blackford is with the Summer School for the third time this year. Her lectures have always been one of the most popular parts of the program. She is widely known as the formulator of the Science and its foremost exponent. The business world is just waking up to the value of her work, and demands are made for it from all parts of the country. This will probably be the last personal instruction that Dr. Blackford will ever give, as she leaves soon after for a tour of the world.

**Physical Culture**—There will be daily drills in physical culture by one who has made a study of the subject and has been very successful in its practical application.

For full particulars, terms, and other information send for our beautiful illustrated booklet, "Your Vacation." The indications are that the enrollments will reach the limit of our facilities early this year, and the rule will be, first come first served, so you had better send in this coupon today.

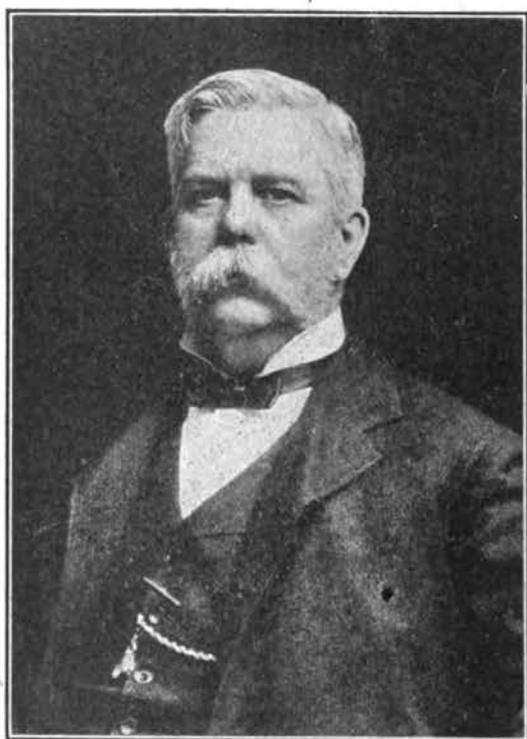
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THE SHELDON SUMMER SCHOOL  
Libertyville, Illinois

Please send me the booklet giving full information about the School for 1911.

Name .....

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GEORGE WESTINGHOUSE

# The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME VII

JUNE, 1911

NUMBER 6

## On the Front Porch

*Where We Talk Things Over*

**O**F COURSE you have all read the autobiography of Benjamin Franklin.

Far be it from me even to insinuate that there is even one reader of THE BUSINESS PHILOSOPHER who has neglected this quaint, interesting, and most valuable work; but—well, you ought all to read it again.

Lest some of you might not have the time right now, I re-print here some significant paragraphs from the life story of this great student, editor, executive, financier, statesman, diplomat, scientist, inventor, philosopher, and author—one of the greatest Americans that ever lived:

"From a child I was fond of reading, and all the little money that came into my hands was ever laid out in books. Pleased with Pilgrim's Progress, my first collection was of John Bunyan's works in separate little volumes. I afterwards sold them to enable me to buy R. Burton's Historical Collections. \* \* \* Plutarch's Lives there was in which I read abundantly, and I still think that time spent to great advantage. \* \* \*

"About this time I met with an odd volume of the Spectator. It was the third. I had never before seen any of them. I bought it, read it over and over, and was much delighted with it.

I thought the writing excellent, and wished, if possible, to imitate it.

"With this in view I took some of the papers, and, making short hints of the sentiment in each sentence, laid them by a few days, and then, without looking at the book, tried to complete the papers again, by expressing each hinted sentiment at length, and as fully as it had been expressed before, in any suitable words that should come to hand.

"Then I compared my Spectator with the original, discovered some of my faults, and corrected them.

"But I found I wanted a stock of words, or a readiness in recollecting and using them, which I thought I should have acquired before that time if I had gone on making verses; since the continual occasion for words of the same import, but of different length, to suit the measure, or of different sound for the rhyme, would have laid me under a constant necessity of searching for variety, and also have tended to fix that variety in my mind, and make me master of it.

"Therefore I took some of the tales and turned them into verse; and, after a while, when I had pretty well forgotten the prose, turned them back again.

"I also sometimes jumbled my collections of hints into confusion, and after some weeks endeavored to reduce them into the best order before I began to form the full sentences and complete the paper. This was to teach me method in the arrangement of my thoughts. By comparing my work afterwards with the original, I discovered many faults and amended them; but I sometimes had the pleasure of fancying that, in certain particulars of small import, I had been lucky enough to improve the method or the language, and this encouraged me to think I might possibly in time come to be a tolerable English writer, of which I was extremely ambitious.

"My time for these exercises and for reading was at night, after work or before it began in the morning, or on Sundays, when I contrived to be in the printing house alone."

It is needless to comment upon this bit of life-history at length.

It is enough to say that Benjamin Franklin has here outlined some of the ways of what we call genius.

---

HERE IS another interesting scrap of autobiography, in the form of a leaf from the diary of Elihu Burritt, the learned blacksmith, who afterward became a famous lecturer, peace advocate, organizer of the first International Peace Congress, United States consular agent, and author:

"Monday, June 18, forty pages Cuvier's Theory of the Earth; sixty-five pages French; eleven hours forging.

"Tuesday, June 19, ten pages Cuvier's Theory of the Earth; thirty pages of French; sixty-five lines of Hebrew; eight lines of Syriac; ten

lines of Danish; ten lines of Bohemian; nine lines of Polish; fifteen names of stars; ten hours forging.

"Wednesday, June 20, twenty-five lines Hebrew; fifty pages astronomy; eleven hours forging.

"Thursday, June 21, fifty-five lines Hebrew; eight lines of Syriac; eleven hours forging.

"Friday, June 22, twelve hours forging.

"Saturday, June 23, fifty pages natural philosophy; ten hours forging."

And here are the totals of that one week's record:

Cuvier's Theory of the Earth, sixty pages;

French, ninety-nine pages;

Hebrew, one hundred thirty-five lines;

Syriac, sixteen lines;

Danish, ten lines;

Polish, nine lines;

Bohemian, ten lines;

Natural philosophy, fifty pages;

Astronomy, fifty pages;

Forging, sixty-five hours.

In other words, this man put in one hour more than eight days of eight hours each, in six days, at the forge, and did all this reading and study besides.

Here again, we see some of the ways of genius—just hard work and then some more hard work.

---

I NEVER TIRE of telling how Lincoln worked hard all day and then sat up studying half the night—and sometimes all night—by the light of a pine-knot fire. Or how he walked twelve miles after his day's work to borrow a book, read it that night,

and then walked back to return it before beginning another day's work.

Genius again.

---

ALL THIS IS merely introductory to a few words I have to say in regard to reading and study.

Benjamin Franklin, Elihu Burritt, and Abraham Lincoln are only examples of the kind of men who achieve great success.

Study the lives of a hundred of them, taken from any dictionary or encyclopedia of biography.

By far the larger majority of them had the same insatiable thirst for knowledge. They worked hard—harder than other men—and then they put in their spare time in reading and study. And it was much more study than reading.

Knowledge is power—at least latent power. And without knowledge there is no power.

It is an old saying that a man is worth only a dollar a day from his ears down. All he can earn more than a dollar a day he has to make by the use of his brains. And brains without knowledge are worthless.

But knowledge by itself is only latent power.

Some wise maker of verse has had something to say about

"The bookful blockhead, ignorantly read,  
With loads of learned lumber in his head."

Applied knowledge is power.

And you cannot apply your knowledge unless you are truly educated.

There you have the key that unlocks all the doors to success—education.

Far more important to Benjamin Franklin than the knowledge he

gained by his reading was the education he got by his laborious writing out, in his own words, of the thoughts he had gained by that reading, and by his painstaking comparison of his writings with the original.

Far more important to Elihu Burritt than the knowledge he gained from his study of books, was the education he gained by the feeding of his mind and its exercise in thought, translation, lecturing, and writing.

Far more valuable to Abraham Lincoln than the knowledge he gained during the hours before the pine-knot fire in the little log cabin of his father, was the education he gained by his meditation on that knowledge while he was following the plow or splitting rails, and his debates with other young men in the neighborhood.

---

YOU ARE NO doubt a great reader. It is a habit of the modern man and woman.

Books, magazines, and newspapers are produced by the thousand tons in this day of cheap printing.

Every town and village almost has its public library, with its stacks of books.

Much of this "literature" is not mental food—it contains neither valuable knowledge nor the possibility of healthful exercise for the mind.

Many magazine articles and books are good—contain valuable information—but do not present it in the right form for the busy man.

There are rows upon rows of books in every public library that you and I and nearly all other people pass

by with scarcely a glance. We do not even know their titles, much less anything about the nature of their contents.

There are a great many books that are good—contain useful and practical knowledge. We read them. But how much good does the reading do us? How much education do we get out of the reading?

Let us examine our word education a little.

You remember that education is the development of the positive qualities of the intellect, feelings, will, and body of a man or woman.

And that development is accomplished—always and in every one—by the dual process of nourishment and use.

Now you and I get our mental nourishment partly from reading and study.

The knowledge and the ideas in the books, magazines, and newspapers that we read and study is a part of our mental food. And there is much in that analogy.

You know that food for the body must be wholesome—not poisonous.

You know, too, that even wholesome food will not properly nourish the body—may even poison it—unless that food is well chewed before it is swallowed. In other words, it must be “Fletcherized.”

And that is not enough. Wholesome food, well chewed, will not nourish your body unless it is digested. You have learned by experience, if not from hygienists, that your body must be given comparative rest after a meal, and that several hours must elapse between meals in

order that the food eaten may be digested and assimilated.

Similarly, what you read and study must be wholesome. It must be thoroughly analyzed as you read and study. And you must take time to digest and assimilate it. In other words, you must reflect and meditate upon that you learn—think it out—discover its relation to what you already know and to the practical affairs of your life.

The similarity between physical education and mental education holds good also in the other part of the dual process—use.

The body gains no strength or growth from the chewing, swallowing, digestion, and assimilation of even wholesome food unless the muscles are used—exercised.

And so your intellect, feelings, and will, get little or no development from the analysis, digestion, and assimilation of knowledge and ideas unless you use what you learn.

Someone has said that you do not fully know a thing until you have done it. And there is a great deal of truth in the saying.

---

THE TROUBLE with most people to-day is not that they do not read enough, but that they read too much.

Most people read too much of the wrong kind of “literature,” and not enough of the right kind.

And even those who do read enough of the right kind of mental food do not Fletcherize, digest, assimilate, and use it.

There is a splendid lesson in one of Arthur Brisbane’s editorials in the *New York Evening Journal* on this subject. It is so good that I re-print

it here entire. You may have read it when it appeared. If so, read it again, and chew it well this time. Then reflect upon it—digest it. Make the idea a part of your mental fiber—assimilate it. Then act upon it—use it.

Here is what Mr. Brisbane says:

In Wooster, Ohio, John McSweeney lives, practises law, reads a good deal, thinks a great deal more than he reads, and writes rarely, but always to the point—an excellent combination.

Newspapers in Ohio comment upon Mr. McSweeney's statement that what this world and the great majority of people in it read is not five feet, or five yards, or five miles of books, but about FIVE INCHES of a library containing the best things that have been written and the things best for the man who reads them.

This newspaper indorses and thanks John McSweeney for the suggestion.

A five-inch library would mean one big, thick book, which might present all of the most important facts in the world, and enough of the most beautiful and important writing.

If the millions could take such a book five inches thick, properly prepared, and slowly think their way through it, giving to every thought in the book much thought of their own, we should have in America an educated, thinking people, instead of a people that industriously forgets the education of early youth and thinks rarely above the level of a vaudeville entertainment, a murder mystery or a political campaign.

Anybody can spin out and sell yards and miles of books—but not anybody can read them. So far as the nation as a whole is concerned you might say truly that nobody reads them.

It would be very foolish to hand a tin can full of condensed milk, securely sealed up, to a baby two days old and tell him to help himself. He might try his toothless gums on the can. He might fumble at it with his feeble fingers. But he could not possibly get anything out of it. An older human being and a can opener would be indispensable to keep such a baby from starving.

If you handed a sealed up can of milk to a new-born child you would be no more ridiculous as a baby feeder than are some so-called educators and distributors of libraries.

A great public library packed with the thousands of books simply means to the ordinary man something out of which he can get nothing. It is too big, too over-powering, too confusedly heterogeneous. The ordinary man that really needs an education looks with admiration at the fine building and the rows of books and goes home.

Five inches of solid education, properly chosen, legibly printed, explained with an intelligent context, divided up into doses suitable to the average mind—that is what the people need.

No more important work could be done in this world than the selection and the wide dissemination of that which would form the basis of an education for the average man, an outline of such knowledge as man possesses thus far, and selections from human thought chosen for beauty of expression or power of conception.

In his five-inch library, which Mr. John McSweeney describes partly in a humorous and partly in a serious vein, there are some of the best selections. Our readers can get any of them by going to the public library and asking for them.

Chapter 10 on "Habit," in Professor James' Psychology. That tells you about yourself.

The chapter on "Supreme Regrets," in Lord Rosebery's "Last Days of Napoleon." The bitterness of ambition gone astray is told there.

Chapter 12, of Lecky's "Map of Life," the chapter that deals with management of character. Every man has that problem.

Chapter 7, of Carlyle's "Sartor Resartus"—an active mind finds thousands of thoughts in the few words of that chapter.

Chapters 6, 7 and 8, of Benjamin Franklin's "Autobiography." Whoever reads those chapters will probably read the rest.

"Compensation," by Emerson.

Chapter 9, of "The Wonders of Life," by Haeckel, and the chapters on "Science and Religion," in Haeckel's "Riddle of the Universe."

Other selections—many of them—are included in John McSweeney's five-inch library. The above are those that we like best.

He who could gather what is best in literature and science, presenting education in such a shape that no man will skip any of it, but gladly absorb it all, would be a real benefactor to mankind.

In childhood human beings do not want to study. We compel them to study against the grain, and as soon as they are free they forget gladly. All of our educational institutions are devoted to those that do not want an education and fight against it.

The man of forty thirsts for knowledge. He longs to know, understand and think—and for him the educators have no word, no plans and no encouragement.

John McSweeney's idea is valuable and new. Who will give us "The Five-Inch Library"?

The suggestion to you and to me, of course, is, that since no one has yet given us a five-inch library, we must



get busy and compile one for ourselves,—aided, perhaps, by John McSweeney's suggestions.

---

I HAVE USED the word analysis in referring to reading and study—have called it mental Fletcherizing.

Let me explain a little more fully just what I mean by this term. I can do this best by a concrete illustration.

Take any article in this magazine and read it over in the ordinary way.

When you have finished, close the magazine and try to recall the substance of what you have read. Note carefully just how much you can remember of what the author said.

Then read the article over, paragraph by paragraph, stopping at the end of each to write down, in your own words, the gist of that paragraph. Put the whole thought of the author into one sentence, one phrase, or one word, if possible. As you do this, fix in your mind, clearly, the relation of each paragraph to the theme or central thought of the article, and to the paragraphs that have preceded it.

When you have finished, put aside the magazine and what you have written, stand off from yourself, and take a look at the mental picture of that article you have painted in your mind. See how clear and accurate it is in all its details. See how much more easily you will remember the

thought of the author. See how much more practical the ideas have become to you. You know that you could use them, now, at the first opportunity, and use them intelligently. This will be especially true after you have reflected upon them in relation to your life or your work and their problems.

This process is what I call analytical reading. After you have had some practice in it, you may be able to do it without stopping to write down the gist of each paragraph. You may find it sufficient to make a mental note of it instead.

---

A MAN ONCE said to me: "Edison was born a genius—his success is due to the lucky accident of birth. I was born mediocre. My mediocrity is also the result of the lucky accident of birth."

And I answered and said unto him: "Tell me, have you worked as hard at developing your talents as Edison has at developing his?"

And he had to admit that he had not.

"Then," I said, "how can you possibly know that you were born less fortunately endowed than Edison? How do you know but that, if you had worked as hard, you might have succeeded even more brilliantly?"

And he had to admit that he didn't know.

You get the idea?

---

Weak men seek to accommodate themselves to conditions. A strong man makes the conditions accommodate themselves to him.

— James Wood Pogue

---

# Completion of Law of the Three Threes

By ANNA GRIFFITH SHELTON\*

## The Last Triad—Relax Right—Recreate Right Sleep Right

**W**HEN you dust, dust. When you play, play. When you rest, rest. We trust you have been possessed by the thoughts in the foregoing articles, Mother-Teacher.

We hope you have so availed yourself of the truths contained in them, that you now possess and practice daily, the exercises and suggestions given for the betterment of yourself and the coming dear one.

If you have been practicing all of your rights up to this point you are feeling right toward the world and toward yourself. You have a well-ordered home and well-groomed family.

You are looking your best and feeling fine.

You see it does work out this way—when you Think Right, Breathe Right, Drink Right, Exercise Right, Cleanse Right and Eat Right yourself. You improve the source from which the members of your growing family draw their daily inspiration for greater endeavor. "As unto the bow the cord is, so unto the man is woman."

What an AREA mother thinks, says, and does is the criterion for those who know her best.

### Relax Right

To your husband and children "an ounce of mother is worth a pound of clergy."

Whether you are doing all the work of the household yourself or whether you are directing the doing of it through others, provided the greater part of the day is filled with the interests of your family, you are entitled to a daily vacation.

You are busy mothers. Yes, I know you are! All mother teachers are busy women! No one has such a variety of things to do or look after in a day.

You will be glad to know that the Seventh Right is a command to let go, loosen the tension and slacken the body elastics, the muscles!

\*Copyright, 1911, by Anna Griffith Sheldon.

The command is Relax Right.

Many mothers work and work and never think of letting go a minute except to eat and drink hastily at meal time.

The old routine—the same morning, noon and night. Tight tension all day, and so tired they cannot sleep when night comes.

Many mothers are always hurrying, straining every nerve to accomplish their work and never reserving a moment to draw to themselves more energy. *This* is especially wrong when the mother is intending to bring a new human plant into the home-garden.

We must digest the truth that capacity for work depends, as I told you in the last article, upon the energy we have to give out while working.

Your highest work, Mother-Teacher, is the culture of your new human plant. You will be fairly and rightly judged by the qualities which reveal themselves in the unfolding of this, your chief work.

As the blossom reveals to the morning that which was covered in its seed, so shall the quality of your work be revealed when your babe looks out upon the world.

Let us do all we can to have these qualities the highest—our human blossom a fair product of AREA development.

Someone has truly said, "The real difference between men is energy." We replenish our energy through the last triad of the three threes, or the Law of Endurance. We get energy while Relaxing because we are non-resisting. We get energy while Recreating because we are less tense than we are while Thinking Right, Breathing Right, Drinking Right, Exercising Right, Cleansing Right and Eating Right. We store energy while we sleep right, for then we are non-resisting and most receptive to the life-principle. We take it for granted that you are a good believer in AREA philosophy. Among other things, then, you are a causationist. A causationist is one

who knows that nothing comes by luck or chance, but that law governs everything.

We are trying to tell how to cultivate the human plant prenatally, according to the principles given in AREA philosophy—Why are we doing this?

Because we know that the betterment of the human race is the first question of the day. The need for scientific knowledge of the law that governs prenatal culture should be common knowledge. The betterment of the birth right of unborn individuals is the most direct way to accomplish our object; the betterment of the human race. "Happiness is the prime object of human existence." Fatherhood is the prime object of man. Motherhood is the prime object of woman.

We know successful fatherhood and motherhood is governed by law as are all other things.

We know happiness crowns the lives of successful fathers and mothers—

We believe scientific fatherhood and motherhood is the greatest of all professions.

We know that happiness on the part of the parents is a first requisite in culture of the human plant. The mother should be especially happy at this time. Alas, so many are not so.

Service and Right Work applied on the part of all members of the household is the key which unlocks the door to happiness.

You have your profession, Mother-Teacher, serve well in your profession of motherhood and feel the importance of your work.

Make yourself right and through right suggestion your coming babe right. When you have done this, the rest will take care of itself. For others must come to appreciate your beautiful influence—nothing else is so contagious as the *ease* of love and service.

But we mothers must not work all the time.

We desire success.

Success is governed by law.

The law of Endurance is one of the important laws governing success.

#### Relax Right

The Seventh Command in the Law of Endurance is Relax Right—There are mothers who would feel guilty if they sat

down for a five minutes rest at eleven in the morning and again at three in the afternoon.

To lie down at such times would be to them a sign of shiftlessness.

Even while they are growing a new human plant they would hesitate to Relax Right.

Many of the grown-ups of today who are depleted in energy are the product of mothers who unconsciously committed the sin of omission with regard to Relaxing Right. They were so busy they had no time to rest. When someone suggested rest, I hear these mothers of the past say, "How can I, it is out of the question!" But if they had listened their present human monuments would be more symmetrical, more enduring today.

These mothers did not know they were disobeying the Seventh Command in the law of Endurance, this important law which governs success.

We do know differently today. It is so plain that a mother must have energy herself and energy plus, that she may give abundantly, to the little one in her keeping without seriously depleting her own energy supply.

Even if you are almost distracted by your strenuous duties, let down and rest anyway.

It is a small matter to sit down right now, when you need to, after standing several hours.

If you have been sewing or bending over some work all morning, it is an easy matter to stand up right now. Do not forget. "Do it right right now." It fits here too!

It is not always necessary to lie down although it is well to have the body change its position and rest its weight on bed or couch, instead of the feet.

#### How to Relax

While relaxing, close the eyes, drop the arms listlessly by the sides, and forget everything, your body included—for say five minutes.

There are people who have trained themselves to relax and sleep for five minutes, by the clock.

I have seen this point perfectly demonstrated by a former teacher of mine. After long and tedious hours of vocal culture,

she would be quite worn out. She had so trained herself that from twelve to twelve ten she enjoyed perfect relaxation and sleep in a Morris chair kept in her studio for this purpose.

Try it, tired mother. Try it, especially you busy expectant mother. All mothers are entitled to it. You are breaking law if you disregard it.

Believe me, you will enjoy the break, the novelty will delight you, and you will wonder how you managed to get on so long without it. You will note that your work is sooner and better finished for having had relaxation.

You will keep younger, and baby will not have a worried, weazen appearance when it arrives.

Enjoy your relaxation.

It is your privilege. This is really your chance to remove the weight of all burdens and gain the energy which is to carry you further along.

Relax both the body and the mind.

You never let your coal supply get so low as the last shovelful before ordering more fuel.

Do not work without relaxation, until your energy is low.

Energy is the spiritual fuel which feeds your human engine, and moves both your physical and mental machinery.

The outward visible sign of energy is Endurance. It is this that makes your life go round. So Relax Right.

You want the fullest development possible of all the good things AREA philosophy has to offer for yourself and child. Reserve time consciously to Relax Right.

Some mothers carry all the burdens of home and family while the first period of the education of their child is going on—when one is in good health it is far better to be fully occupied and active. In any case be wise and take your rest time.

Work and enough of it is a panacea for all troubles. Note we say enough work. Busy days are happy days if we are philosophers of the right kind, and remember that "every seeming disadvantage may be turned into a real advantage."

Daily worries frequently seem mountains when in reality they are only mole-hills.

Here is a quotation that will assist us in regaining our courage: "They who live in a worry, invite death to hurry."

We are most easily annoyed when our nerves are at high tension.

If we do not loosen the tension by reserving intervals for relaxation, we must wear out just as an engine does that is run overtime without the necessary oiling and repairs.

You would not so treat your sewing machine, piano-player or talking machine. Are these of greater importance than yourself and child?

Then stopping to let go is an important part of the law of Endurance. These rest intervals will swell the amount of endurance you need to surmount the innumerable "musts" we encounter during this life of ours.

You will need Endurance, you know, to bring the little human plant, from the darkness of invisibility into the brightness of a new day and the heart of the family. Again consciously reserve time to Relax Right.

"Wisdom and Love have ordered all the Past,  
All shall be blessedness and joy at last,  
Cast off the cares that have so long oppressed  
Rest Sweetly, Rest."

Steal not these intervals.

Despise them not.

Rather revel in them and realize energy from them.

#### Eighth Right, Recreate Right

To Recreate Right does not mean the same as Relax Right. At first glance they may seem to mean almost the same thing—

This is the difference:

To Relax Right means to let go. To Recreate Right means to think and do the things that will bring a variety in our thoughts and actions.

This may be done in numerous ways—

We may read an entertaining book, play, sing, row, drive, ride, motor, hear a good concert or view an uplifting drama.

Give the flowers some care. Enjoy the front porch.

Take a siesta in the hammock, entertain friends or visit them.

To Recreate we are in action and recreate ourselves from the renewed interest

and added enthusiasm we gain from change of thought and environment.

We should daily afford ourselves recreation, Mother-Teacher.

Do something different from the regular routine.

In the first period of Education it will be most beneficial to the child to visit the Art Gallery.

Here you will see the finest models of beautifully formed men and women chiselled from purest marble by artist hands.

An hour with great pictures is also excellent. If you are living in a large city, you have these splendid opportunities thrust upon you—you may also walk in the beautiful park and talk with mother nature about her birds, skies and flowers.

If in the country you have an hour in the fields or woods in the great out of doors.

Make your recreation period include something different, but always something for the betterment of our baby and self. Always something to increase our AREA development.

The thoughts we think, the things we see, hear, taste, touch and do must be of quality to insure through suggestion, AREA development for the new human plant.

Perhaps the little plant is soon to be transplanted from its first nursery to the favorable environment of a sunny nook in the well-cultivated AREA home garden. If the first nursery has been in order and baby's first environment favorable, the first period of baby's education is now completed, for it is while baby is growing in the dark, that it absorbs the principles and precepts you suggest to it. When this first training is right you will find further training, in the day nursery the parental period of education, an easy matter.

If your child is to have innate refinement, and that rare attribute called insight, include it in baby's mental equipment while it is in its first nursery. Later you will be delighted to behold these things in your child, for as it unfolds it will reveal these good things to you, in the parental period of education.

Be certain that your recreation period is spent in right environment.

### The Environment of Recreation

Right environment is so important because of the positive suggestions you will get from it.

A five cent theatre is a common pastime for many today—such entertainment is often amusing and often educational. But clandestine lovemaking with kidnapping accessories and duels ending in murders and the downfall of the hero or heroine is not the right environment, not the right material to digest if you would Recreate Right. The suggestions derived from such scenes are depressing, not inspiring. They leave their impress but not a positive imprint. It will not uplift you then. It will not better your little one. So know the character of the play or the roll of films you are to view. Do not make a trash garret of your beautiful mental staircase.

We have sufficient of the mediocre and undesirable things in life thrust upon us without seeking them out.

Right Environment when taking recreation is as important, now, as it will be later, when you take your son or daughter out with you during your Recreation periods.

Many people think they recreate themselves when in reality they desecrate themselves.

High-grade entertainments and pastimes can be found if we take the trouble to look for them.

### Some Suggestions for Recreation

Remember to keep cheerful, laugh often at the right things, "Be merrie in God."

Reserve time to Recreate Right.

We know time is short for mothers for they know how to use their time. Their main difficulty lies not in divising means to fill their time, but in making proper division of time, that it may include intervals of Relaxation and Recreation.

The times are getting better, though, in this respect. Many mothers have become mother-teachers. These realize that sewing, mending and housekeeping, right, are essentials that can be accomplished and yet have some time to devote to self-improvement. These realize that it is comradeship and the consciousness that interde-

pendence is the relationship which should exist between parents and children rather than solely absolute authority on the part of the parents, and self-suppression, the portion of the children.

In the modern order of things the mother does not assume all the burdens and sacrifices for all the members of the family—no, she wisely reserves a portion of the variety of life for herself and makes a division of labor which in itself dissolves the weight of many burdens.

She takes time to improve herself, that she may be a companion as well as a counsellor. A part of the day she has for recreation. A part of this period she devotes to the cultivation of her own mind.

If she had an accomplishment before marriage, she keeps it up.

She takes part in club work or church work, once a week.

She does something to identify herself with outside influences that refresh and improve her own outlook on life.

This helps to keep her cheerful and companionable because she feels that she has a period of freedom from the regular routine of duties.

Regular routine while desirable, may become monotonous. One kind of food, no matter how wholesome, may become distasteful to us if we are permitted to have nothing else.

The idea that "now you are married, you will have no further need of your accomplishments" is queer and out of date. Mother needs more education than anybody else. She is constantly giving out, and her influence is so strongly felt that she should have only the best to shower upon those near and dear to her.

Mothers resemble that post over there in the garden, the one which supports that great rose vine. It needs bracing, now and again, that its endurance may not be shaken.

Just so, we need relaxation and recreation that we may replenish our store of knowledge, and that our endurance may not be depleted, for mother is the source, the mainspring in the hearts of her children before birth and for many years after birth.

You know great rivers, great geysers, great oil wells, are great because of the constant inpouring and abundant supplies fed them by their Earth-mother.

The mother of human-plants must feed and draw on the fountain of true Education, that she may supply her children abundantly through suggestion, thoughts and actions before and after birth.

Be a mother-teacher. Neglect not your self-improvement, then you will not fail to feed the essentials needed to make your little one an AREA man or woman.

Reserve time for the development of your own ability, reliability, endurance and action that you may make your little one right.

"Use good books as bees use flowers."

This quotation does not mean that you will grow wiser by always reading—you must think over and digest what you read, and when possible tell it to someone else.

In this way good books will do you a great service in giving health and vigor to your mind.

Recreate then to replenish your power of endurance and your self-improvement.

#### Sleep Right Our Ninth Right

Only those who enjoy Right Work thoroughly executed enjoy the luxury of well-earned sleep.

For such there is joy in living.

When we sleep right, we let go completely, unwind the tension spring, until there is no tightness in any part of mind or body.

We just breathe deeply and partake, unconsciously of a repast which so strengthens and refreshes us that we awaken to feel like new creatures. We have more energy and more endurance.

Some mothers require more sleep than others—nine hours of peaceful gentle sleep is enough for anyone in health. Less will answer in many cases.

The Mother Teacher Gardener should sleep when she feels like it. Little naps are most beneficial for you.

Let your relaxation and recreation periods include a napping time if you are drowsy during the day. You see you are giving double measure of energy while practicing the Nine Rights and you

need to sleep right, and when you feel the need of it.

The fulfilment of this Right is demanded if you are to attain and preserve your legitimate and practicable ideal—namely an AREA child.

Remember it is through the mother teacher's understanding of AREA prenatal culture that the human race may be improved.

We see, frequently, now in the press and elsewhere, something is materially wrong with our educational systems, our boys and girls are not all that they should be," or "The human race must be improved to save the nation."

The human race does need scientific treatment. The animals and plants are being looked after much better in this particular than is the family of human plants.

Plants and animals cannot think and act for themselves along the line of scientific self-improvement.

The infinite has so endowed us that we may by earnest seeking and practice apply in our own lives the knowledge given on the subject of AREA Prenatal Culture. The parents are the instruments through which these results are obtained.

The mother teacher is the sacred vessel which holds the rare compound.

This compound when rightly mortared together results in a rounded-out human individual. A great number of these human individuals will make a wonderful human race.

Those who are young and those who are old, but, it must be those who think, may become members of this new race.

By the grace of the thinking mother-teacher the little future members of the new race will be born.

What is the straight road to happiness? The one called Endurance Road. This road is kept straight and clean by the application of the three threes. The nine rights. They are, Think Right, Breathe Right, Drink Right, Exercise Right, Cleanse Right, Eat Right, Relax, Recreate and Sleep Right.

The certain knowledge of success which the observance of AREA laws and principles will bring to men and women who are already with us and the birthright

mother teachers will bring to the unborn through AREA prenatal culture is the solution to the problem "How shall we grow better men and women? How shall we improve the human race!"

We are not boasting!

AREA Philosophy has already done so much for thousands of its students.

The photographs of several new AREA plants give a full account of the accurate operation of these laws.

Now Sleep Right. Sleep on the right side as the heart is relieved of all unnecessary pressure.

Avoid draughts in the sleeping-room.

Use light covering and low pillows.

Turn out the light. Open the window.

Repeat to yourself, "Be still, and sleep my soul, for gentle footed night in softly shadowed stole, hides all the day from sight."

"The difference 'twixt optimist and pessimist is droll: the optimist sees the doughnut and the pessimist sees the hole"—Exchange.

Which leads a wit to remark that this is probably due to the fact that the optimist has mostly doughnut and the pessimist mostly hole.—*C. R. Lippmann.*

## Youth's Aspiration

*By William Blunt*

Like a bird, I tho't that I could spring  
From my poor, lowly plane, and climb  
The sky, and leave below my wing  
The rough old earth; but Time  
Has taught me that my feet must plod,  
And any grace or wisdom that I learn,  
Must come by stumbling o'er the clod  
The share of Life up-turns.

When the day is hot and dusty  
And your temper's turnin' in,  
When it seems your bein' punished  
For most everybody's sins—  
When to smile would crack your visage,  
And to laugh would wreck your frame,  
Just take a chance on doin' both,  
An' you won't feel quite the same.

—*Selected.*



# The Triumph of Failure

By ARTHUR W. NEWCOMB

**A**ND so you tell me you have failed.  
Hope, like morning sunlight,  
smiled upon you at the outset.

Youth, fresh and dewy, sparkled in your  
eyes and glowed in your veins.

Courage and faith made stout your heart  
and steady your hand.

Enthusiasm smoothed out the roughnesses  
of the way and took from the weight of  
the burdens.

Happiness in your quest and peace and  
contentment in its success seemed yours.

You sang as you went, and there was  
laughter in the song.

Then clouds of disillusionment and  
doubt began to hide the face of your sun  
of hope. The chill rains of illness and  
weakness took the place of the dews of  
youth.

But your courage and your faith grew  
with the difficulties you had to overcome.

A deep, strong, earnestness developed  
out of your enthusiasm.

Happiness eluded your eager grasp, but  
you pursued the ideal.

Peace and contentment departed from  
your pillow, but you worked the harder  
to ease the pain.

Cheerfully and with determination you  
met the difficulties that piled up before  
you. With an energy that counted not  
your strength and knew no hours of ease  
you toiled on toward your goal.

The strong oaks in which you had placed  
your trust proved to be but broken reeds.  
Hands that should have been held out to  
help, carried weapons against you.

But, with loving patience and a spirit  
free from bitterness, you took up your own  
burdens and the added burdens of others.

The weakness and the treachery of men  
drove daggers into your great heart and  
drew lines of sadness in your face, but  
you forgave and helped and forgave again.

The clouds grew blacker and hung  
lower, the path you traveled was narrower,  
steeper and more rugged. The difficulties  
heaped mountain high, and you were alone.

Even then your courage did not falter.  
Even then your determination took more

and more of the nature of the granite  
walls that rose before you.

You would not, could not, fail.

Darkness came on and the storm howled  
around you.

The cold crept into your very heart.

Buffeted, torn and spent, you struggled  
on.

Ah, you were godlike then!

Yes, even then, though your spirit was  
tortured with anguish and numbed with  
the first dull crushing of despair, you smiled  
into the faces of others and worked  
the very fierceness of your pain into use-  
fulness.

But, at last, the end came.

The beautiful ideals that had ever lured  
you on were hurled down from their high  
place and rolled into the morass of defeat.

The Vision that had, through all the  
terrors of the superhuman task, sustained  
and inspired you, faded.

And you think that you failed.

Yes, perhaps, as men count failure.

But, in the sight of God and angels—in  
the sight of those who Understand, you  
won.

Your struggle was a triumph—a greater  
triumph than most successes.

So, what of the future?

You tell me you are afraid to try again.

You shrink, not from the trials, not from  
the hardships of the struggle, not even  
from the bitterness of failure.

But you feel that others suffered and  
lost when you went down to "defeat" the  
first time, and you dread the thought of  
the pain you would so unwillingly inflict  
upon others were you to "fail" again.

I will not remind you of the difficulties  
that, all unknown to you, beset your path  
at the very outset of your first venture. I  
will say nothing of the conditions that  
made the realization of your first Vision  
impossible from the beginning.

Let me tell you, instead, of the wisdom  
you have gained by the experience—of the  
insight into human character—of the wider  
and deeper knowledge of life and its prob-  
lems.

Listen a moment while I speak of the richness and sweetness of spirit your sufferings have given you—of the strength and refinement of character that is yours as a result of the problems you solved—of the truth and beauty and goodness that are yours because you tried so hard, so long and so faithfully.

Would you withhold all these priceless gifts, lest in the bestowing of them you again meet what you call failure?

Is all that you have learned to go for naught?

No, your former triumph—for it is that—was given you that you might set up more beautiful ideals than those you lost—and attain them.

Your earlier Vision faded only that you might realize a nobler, more splendid Vision.

Your youthful dream of happiness was rudely dispelled so that a brighter, better dream might come true.

See, the sun of hope is shining.

Clouds come and go, but the sun shines on forever.

True, the dew of the early morning is gone, but the blessed rains of that storm you thought so terrifying have gone deep into the soil and given more vigorous life.

Long as the hours have seemed, it is not yet noon. The best part of life's day is still before you.

Your life calls for completion—nothing else is logical, nothing else is sane, nothing else will satisfy.

Come, forget your fears, face the East, and with nobler courage, stronger faith and greater love, go in and win.

Then, when the sun sets and the evening hour has come, with its beauty, its quiet and its restfulness, peace shall be your dwelling place, contentment shall glow upon your hearthstone and you will find that happiness has been with you all the way.

## Aim Straight

By JESSIE L. BRONSON

**N**EVER say die! The game's not up because you missed fire yesterday.

"Each day is a fresh beginning,

Every morn is the world made new."

Missed by a hair's breadth, did you?

Well, the chances are that tomorrow you'll hit the bull's-eye.

It's the failure of today that makes the success of tomorrow. Every failure spots a slough-hole and marks it for future avoidance. You'll finger the trigger a trifle more securely tomorrow.

Keep your equilibrium. Hold on to your courage. So long as you keep your inner dwelling swept and garnished, ready to come home to, failure cannot down you.

Get still in your soul, then make brain and fingers hustle. Successful work is white-heat work. White-heat is flameless, smokeless. The white-heat of your soul will consume your customer's doubts.

White-heat is intensest, finest vibration, but it *appears* still. The wheel that is making most rapid vibrations is the one

that *looks* stationary. *Such* a wheel you must be, would you turn the corn mill. *Be* white-heat, but *look* cool.

Make up some powerful percussion-caps and store in your brain, but don't be previous in their use. Don't waste your ammunition. Don't try a long shot—*get close!* Take a famous general's advice and "wait till you can see the whites of their eyes."

Get your man *nailed* before you attempt to drive home your thoughts. First key your vibrations to his. Wait till you feel the magnetic response that tells you you've made connection. 'Twill come. If you're a live wire you can make the circuit. Then your man is *yours*.

You cannot run away from a weakness; you must some time fight it out or perish; and if that be so, why not now, and where you stand?—*Robert Louis Stevenson*.

The person who considers everything will never decide on anything.—*Italian*.

# On the Way to Broad Life Areas

By SHELDON LEAVITT, M. D.

## I.

### Laying Plans

**W**HEN a young man has completed his school attendance and feels himself equipped to begin life's active duties, it is not surprising that he looks out upon a career with yearning eyes and a hopeful spirit. What lies before him is all mirrored in his fancy, and the problem to be solved is found in building faithfully according to the plans and specifications furnished by his imagination. His ideals have been formed from his own instincts, and the rare bits of observation which have fallen to him; and happy is he whose realization conforms in any large measure to those ideals.

### The Start

It is all-important that he start right, since the world is full of men who have attempted to fit themselves into places where they never belonged. He must choose a suitable vocation, or what is still better, he should respond to a calling. While it is possible for men of talent to adapt themselves to businesses of various kinds, the average man will be likely to remain mediocre unless he follows a line to which he is peculiarly adapted.

With a just appreciation of the difficulties and dangers involved, and a firm resolve to push his efforts to success, the young man enters life with high hopes of steady advance in the line of work which he has chosen. But among those who set out there are many who, though courageous, lack the perseverance and fortitude which success requires. In a good measure fortitude is a child of experience, and is built up in the life of those who furnish sterling qualities. One must hold the greatest confidence and the strongest self-reliance, and it is refreshing to see these traits well developed from the start.

It does not dampen the ardor of strong men to know that success is not easily attained, but always comes as a kind of compensation for strenuous effort. The strongest men are always those whose strength has been acquired as the result of hard struggle.

Few young men begin their life work with a distinct idea of its nature and purpose. They aim at success in a general way, much as the hunter aims at a pigeon when he uses his shot gun on a whole flock of these birds, but they see no objective point toward which they can explicitly and unremittingly direct their efforts. To all such, life presents the perplexing and commonly unsolved problem of how to attain success.

### Indefinite Plans

There are others who, when they are ready to begin earnest work, have chosen a particular line of effort, but with a purpose so flexible that they are readily drawn to accept the first enticing position offered them, whether it be in line with their preconceived purposes or not. It is to such that we direct a special appeal.

The importance of laying definite and explicit plans at the very start so that one shall be able to apply all his energies without serious loss of force, is not as well understood by young men as it ought to be. To attempt to sail life's seas without a distinct aim and purpose is as unwise and dangerous as to sail upon the broad Atlantic with no definite port in mind, to be blown hither and thither at the will of the capricious winds.

The wise thing to do as one comes to the threshold of business life, is to pause long enough carefully to consider his own mental and physical equipment, his tastes and inclinations in their relations to business demands, and then to choose, in accordance therewith, a course of activity from which he resolves by the grace of God, never to deviate.

It is true that there are some who stumble upon success, which by chance lies directly in their way; but this is a kind of success distinctly characterless and undesirable. Now and then a careless prospector makes a great "find" and occasionally a simple pedestrian picks up a fortune which somebody has carelessly dropped on the street; but these exceptions to the rule are a lure only to the weak and foolish. The young man of sense knows very well that he

cannot afford to trust this life's interests to the mere cast of a die.

### Studying the Situation

No business step of importance should be undertaken until the young man has studied its true relation to his general purpose. It often happens that temporary expedients have to be adopted, owing to force of circumstances, but even they should be made to fit, as far as possible, into the general scheme. The young man who determines from the start to build in a systematic way and after a well-defined plan, is able to work a variety of material into the structure, but every part is made to bear its due relation to every other. Let us remember that there is within each of us a Deeper Self which acts as a guard to our personal interests, and which, if heeded, will conduct us to the desired goal. To this we should lend a large measure of confidence, and with it we must act in harmony would we be brought safely and certainly whither we wish to go.

To young men about to enter the arena of life's activities, we say:

"Be well advised, and much good council take  
Before you any business undertake.  
When undertaken, your endeavors bend  
To bring your actions to a perfect end."

They should be well advised by those of experience in life, especially by those who have made a success of their work. The advice of a "ne'er do weel" is not to be given a feather's weight. Those who fail are able to chart some of the rocks and eddies dangerous to business navigation, but their advice as to a course along which they have never sailed, is not to be trusted.

Many young men are unable to discover in themselves particular business inclinations and qualifications, but this is due mainly to the fact that they have given but little serious thought to self-analysis.

He who values the pleasure of the moment above the benefits accruing from hard, energetic, fatiguing effort, belongs in a class from which little can be expected.

Success in a wide measure comes only to those who deserve it, while failure is the law of that common herd who cannot be induced faithfully to subserve their own interests.

The promise of success is only to those who endure. The old patriot Garibaldi said in his appeal to young men of his day, "I have little to offer you in the way of immediate gain. Your enlistment under my banner means hardship, struggle, privation and perhaps death, but in the end, *Victory.*"

To the young men just entering upon business life I would say: Consider well what you are about to do; lay carefully your plans; forecast the difficulties unflinchingly; resolve that nothing shall prevail against you; remember that no man is defeated until he thinks himself defeated; be strong and of good courage, and you will surely win.

*This is the first of a series of articles on the subject of Broader Life Areas by Dr. Leavitt. The second will appear in the July number of The Business Philosopher and will take up the question of the choice of a life work.—Editor's Note.*

## If I Knew You and You Knew Me

By W. E. Cooper

If I knew you and you knew me,  
'Tis seldom we would disagree;  
But, never having yet clasped hands,  
Both often fail to understand  
That each intends to do what's right,  
And treat each other "honor bright."  
How little to complain there'd be  
If I knew you and you knew me.

Whene'er we ship you by mistake,  
Or in your bill some error make,  
From irritation you'd be free  
If I knew you and you knew me.  
Or when the checks don't come on time,  
And customers send nary a line,  
We'd wait without anxiety  
If I knew you and you knew me.

Or when some goods you "äre back,"  
Or make a "kick" on this or that,  
We'd take it in good part you see,  
If I knew you and you knew me.  
With customers ten thousand strong  
Occasionally things go wrong—  
Sometimes our fault, sometimes it's theirs—  
Forbearance would decrease all cares;  
Kind friend, how pleasant things would be  
If I knew you and you knew me.

Then let no doubting thoughts abide  
Of firm good faith on either side;  
Confidence to each other give,  
Living ourselves, let others live;  
But any time you come this way,  
That you will call we hope and pray;  
Then face to face we each shall see  
And I'll know you and you'll know me.

# George Westinghouse—Industrial Seer

By ARTHUR W. NEWCOMB

**Y**OU remember how it used to be when you and I went from Philadelphia to New York by the Pennsylvania.

At Jersey City we gathered up our belongings, struggled into our overcoats, climbed down from the train, ran for the ferry, and then shivered our way across the Hudson on a tremulous deck. When we landed on Manhattan Island there was another scramble, a rush for the exits, and then we caught a cab for our hotel.

The other day I made the trip again.

This time the train did not halt at Jersey City. Instead, it dived under the river, ran through a long, cool, clean "tube," and came up in the most magnificent and beautiful railway station in the world.

When the moving stairway had landed me on the street, I found myself in the very heart of New York city—just a step to my hotel.

I had a warm, grateful feeling in my heart over that difference in the service. I wanted to thank someone for it. And, while I was waiting for breakfast to be brought I paid silent tribute to the men who had made the Hudson Tunnel possible, with its service to me and millions of other people.

There are many of these men—too many to mention here.

But among them all, the name of George Westinghouse held my attention.

Without his big electric locomotive the whole thing would have been impracticable. No one would ride through a long tunnel into which hundreds of engines were belching steam and smoke.

That night I was on a great "limited" train, galloping westward at the rate of seventy miles an hour.

As I snuggled into my pillow, as calm and unafraid as in my own bed at home, I thought again of George Westinghouse. Under the car were his air-brakes. Without them no engineer would dare to run at the speed we were making. Every mile or two beside the track were this same man's watchful signals, protecting us from dangers ahead and dangers behind.

The next morning I was in Buffalo, New York.

## The Man Who Made Electricity Popular

Business took me to different parts of the city and into the suburbs. I went by trolley, thanking George Westinghouse for his work in the development of electric railroading.

That night, standing in the midst of the brilliant illumination of "the Electric City," I bowed again to the genius of George Westinghouse, who had made electric lighting commercially feasible. He, too, was the developer of the Nernst lamp and the manufacturer of the Cooper Hewitt tube with its green light, economical of electric current and easiest on the eyes of all artificial lights.

A day or two later, I was at Niagara Falls.

And the thing that held me fascinated was the little power house at the foot of the cliff. From it the wires spread for hundreds of miles in all directions, carrying light to cities, power to street railways and factories, heat to homes, broilers, toasters, and ovens, and electro-chemical force to laboratories and shops where wizardry was wrought with metals and minerals.

That little power house has revolutionized many industries, and added many new and valuable things to the equipment of mankind.

More important than all that, it has shown the way to harness, for human service, the millions upon millions of horsepower of energy that is going to waste in great waterfalls and rapids all over the world.

And it was George Westinghouse, with his pioneer work on alternating currents and long distance transmission, who made the whole movement possible.

On the trolley, running around the great Whirlpool, I got into conversation with an electrical engineer. Of course we talked electricity. It was in the air.

"The time will soon come," he said, "when all the great trunk lines of railroad will discard the old, expensive, wasteful,

and unsanitary steam engine. In its place we shall see the efficient electrical locomotive. And when the time does come, it will be because of the Westinghouse alternating current, single phase, electric railway system."

Westinghouse again!

#### Still More "Revolutionizing"

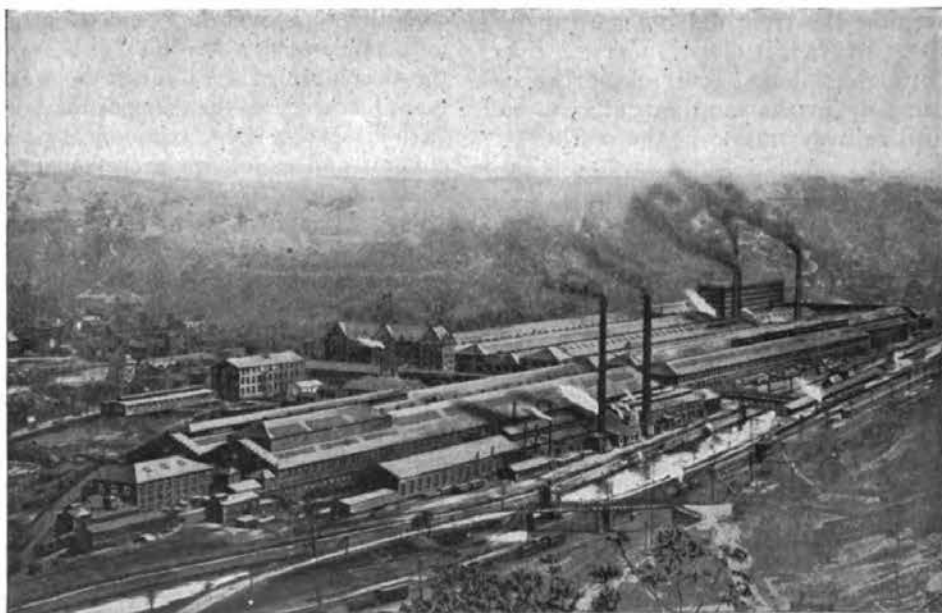
Less than a week later I saw this very system in successful operation on part of the main line of the New York, New Haven & Hartford railway, between New York and Boston.

The man was sure that the steam turbine would eventually revolutionize industry.

"And who invented the steam turbine?" I wanted to know. I was beginning to suspect all these "revolutionary" inventions.

"Well," said the engineer, caressing the side of his nose with a bit of waste, "a man in England by the name of Parsons was the inventor. But George Westinghouse brought it to this country and made a success of it when everyone else was laughing at him for being a visionary."

Then he told me how the turbine had



WORKS OF THE WESTINGHOUSE ELECTRIC & MANUFACTURING COMPANY AT EAST PITTSBURGH, PENNSYLVANIA

In Boston I visited a great electric power house.

Purring softly to itself was a big turbine steam engine, whirling the heavy armature of an electric generator at a dizzy speed. The engineer patted the monster fondly while he told me of the saving of fuel and labor, of the increased efficiency, of the high speed possible, and of many other advantages in the turbine that I do not remember now. But I do remember that he told me that the turbine had made electricity so cheap that it no longer paid mills and factories, within reach, to keep their own power plants running.

seemed to be just the engine to drive battleships, ocean liners, and other vessels. But it had proved a disappointment because it ran too rapidly to be efficient when spinning a screw propeller. "They have been used a little," sighed the enthusiast on turbines, "by slowing down the engine and speeding up the propeller. That, however, was a compromise and has not satisfied the friends of the turbine.

"But, they will soon be on all the boats now," he smiled. "George Westinghouse has perfected a reduction gear, and the United States Navy is equipping a collier with it for a trial run. This gear has

proved to be efficient in fitting the speed of the turbine to that of the propeller. It will revolutionize ocean transportation."

There was that word "revolutionize" again.

#### Getting a Closer View of the Man and His Work

I was beginning to get deeply interested in George Westinghouse.

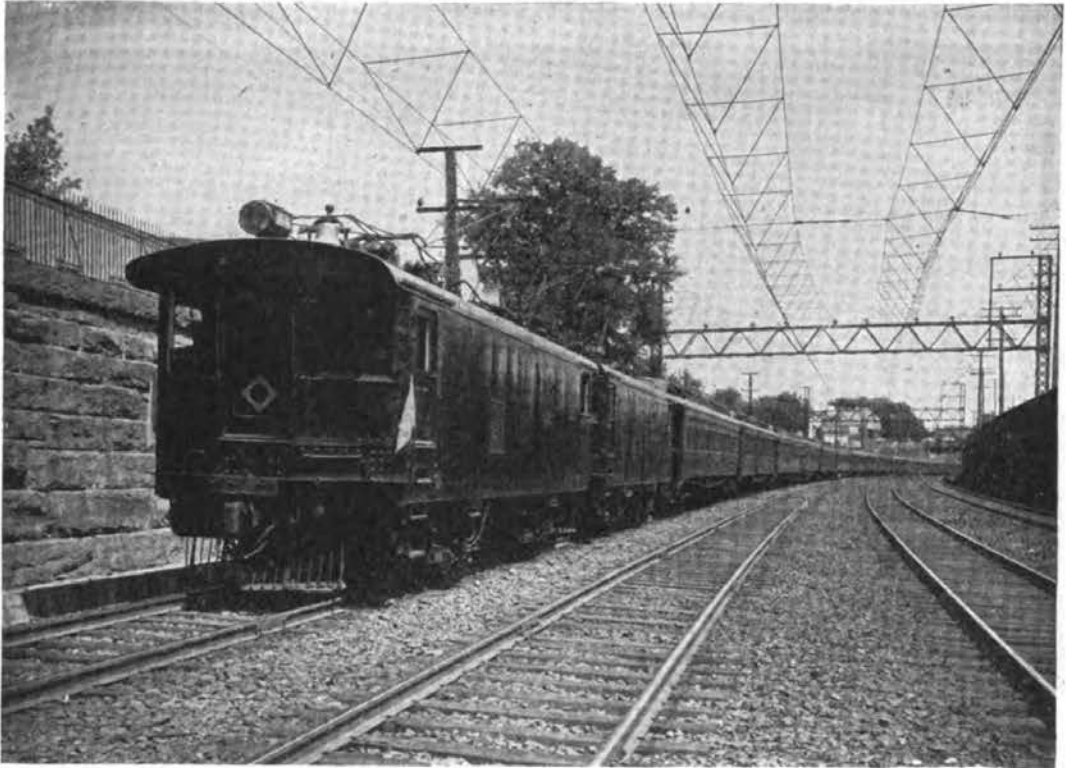
If my information had been correct, here was a man, not yet sixty-five years old, who had put a powerful hand to the mar-

by the development of the block signal and electric switch; and who now was about to extend his conquests to the sea.

I wanted to know more about him and his work.

And so I went to Pittsburgh.

The first thing I learned, when I went there, was that George Westinghouse, in addition to his other services, had been largely instrumental in putting Pittsburgh on the map as one of the greatest industrial centers of the world.



WESTINGHOUSE LOCOMOTIVE ON NEW YORK, NEW HAVEN AND HARTFORD RAILROAD

velous development of steam and electric railroad transportation in all parts of the world, who had conquered time, space, rivers, and mountains; who had lighted thousands of cities and millions of homes, stores, and factories; who had helped harness the force of gravitation in the waterfalls and carry it hundreds of miles; who had made the silent but intensely industrious electric current cheap; who had made the gas engine a mechanical success; who had invented and made gas and water meters; who had made travel safe

He it was who discovered natural gas there in 1884, drilling the first well in his own front yard. And his many great industries centering there have been a source of big income to the city and its people.

#### How Ancestry Counts

In the study of a man like George Westinghouse, a glance at his heredity is illuminating.

From his father, who was an inventor and manufacturer, this man has drawn his inventive genius. From him, also, he in-



herited his great physical strength and endurance, his mental vigor, and moral sturdiness.

From his mother's side of the house come idealism, philanthropy, patriotism, hopefulness, and a truly prophetic vision.

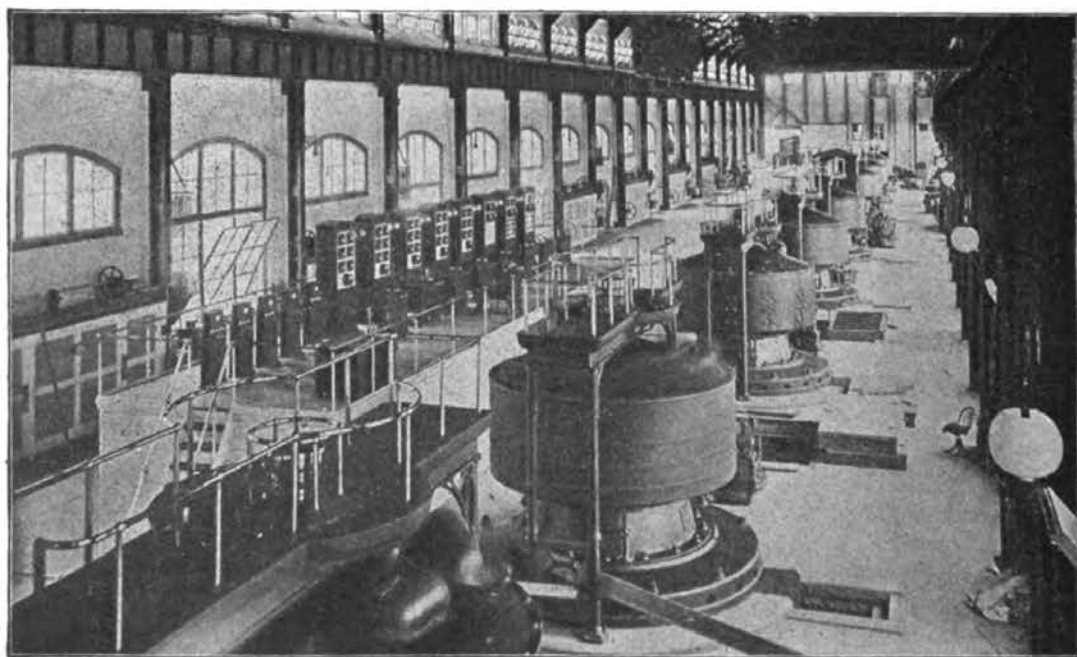
And it is the combination of these qualities, together with others that have been developed, that has made George Westinghouse the doer of so many "revolutionary" things in the world of mechanics, electricity, and finance.

Mr. Westinghouse will celebrate his sixty-fifth birthday on the sixth of October

between two freight trains. Studying the situation, he saw that the accident might have been prevented if there had been brakes on the train under the control of the engineer.

This thought was the germ of the air-brake.

At first the little seed in the young man's brain sprouted slowly. He thought out many ways of providing a power-brake, controlled from the engine, but none of them were practicable. Then he heard of the use of compressed air in drilling a tunnel. That gave him the idea, and soon



POWER HOUSE AT NIAGARA FALLS, EQUIPPED WITH WESTINGHOUSE ALTERNATING CURRENT GENERATORS

of this year. His early education was in public schools, high schools, the United States Army and the United States Navy during the War of the Rebellion, and Union College through the sophomore year.

Before he was twenty-one years of age Mr. Westinghouse had invented a rotary steam engine and a multiple cylinder steam engine. Then he invented an arrangement for replacing cars upon the track. This was in 1865.

That same year, while traveling to Troy, New York, from Schenectady, the young inventor was delayed by a collision

he had made drawings of an entire air-brake equipment.

But he had no capital to build a set of the brakes, with air-pump, pipes, and valves. So he showed his drawings to the officials of the New York Central railroad.

"Pooh, pooh!" scoffed the wise "practical" railroad man. And again, "Pooh, pooh!"

He went to other railroad officials. They also scoffed. "You are a visionary dreamer," they told him.

None of them would even give the air-brake a trial.

But the man was more than a dreamer—he was a prophet.

He foresaw, better than did the railroad men themselves, what would be the railroad development of the country, and what an almost inexhaustible market he would have for his invention when once it had been accepted. And he knew that it would eventually be accepted, because it was right in principle.

Besides, he had hope, faith, and dauntless courage strongly developed in his generously endowed character.

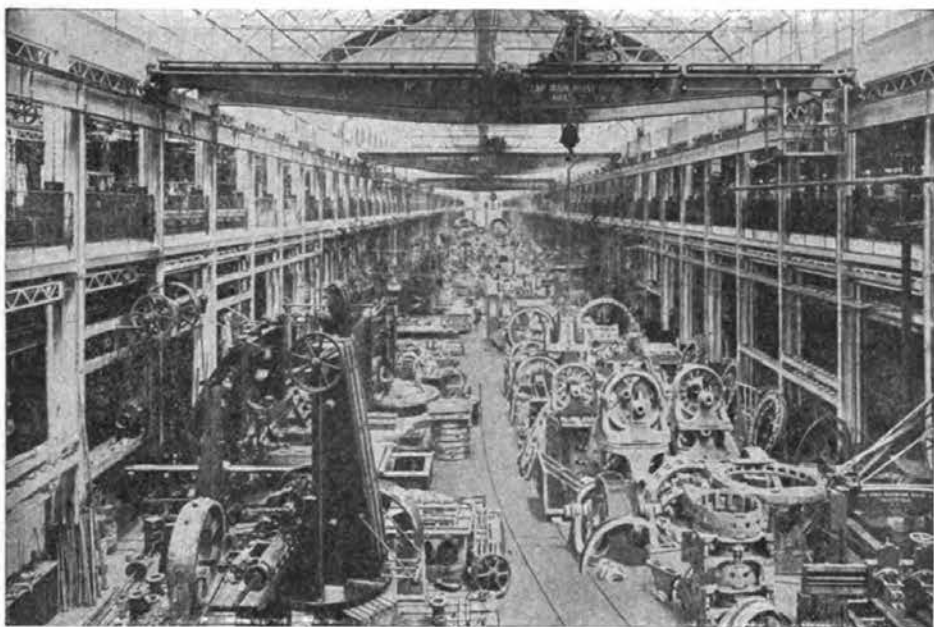
And so he perserved.

world that is not equipped with the Westinghouse air-brake.

And it is the same invention that enables trolley cars and elevated and subway trains to be run at such short intervals and with such safety.

The apparatus has been improved by Mr. Westinghouse and his lieutenants until it stands today as one of the mechanical marvels of all ages.

I visited the works where these are manufactured. The buildings cover many acres of ground and employ three thousand men. These are the main works. There



AISLE IN WORKS OF WESTINGHOUSE ELECTRIC & MANUFACTURING COMPANY

In 1868 Ralph Baggaley was induced to take a fifth interest in the invention if he would provide enough money to build a set of brakes for an engine and four cars. These were built and used to equip a train between Pittsburgh and Steubenville. The first time they were used they prevented a collision between the train and a wagon on the track.

After that the success of the air-brake came rapidly.

By 1870 a corporation had been organized and works built at Wilmerding, Pennsylvania, fourteen miles from Pittsburgh.

Now, there is scarce a locomotive, freight car, or passenger coach in all the

are other factories at St. Louis, Missouri; at Hamilton, Ontario, Canada; London, England; Hanover, Germany; Freinville, France, and St. Petersburg, Russia.

#### Developing the Switch and Signal Apparatus

In 1883, Mr. Westinghouse saw the possibilities of the use of compressed air and electricity in the operation of railway switches and signals. The result was the organization of The Union Switch & Signal Company, whose big works are at Swissvale, Pennsylvania.

Perhaps you know something of the value of the electro-pneumatic switch, espe-

cially in large terminals. If you don't, the railroad men do. They have equipped all of the largest terminals in the country with this device.

And the block signal system, manufactured by this same company, has increased the speed of trains all over the country, and has saved no one can tell how many lives. Human service!

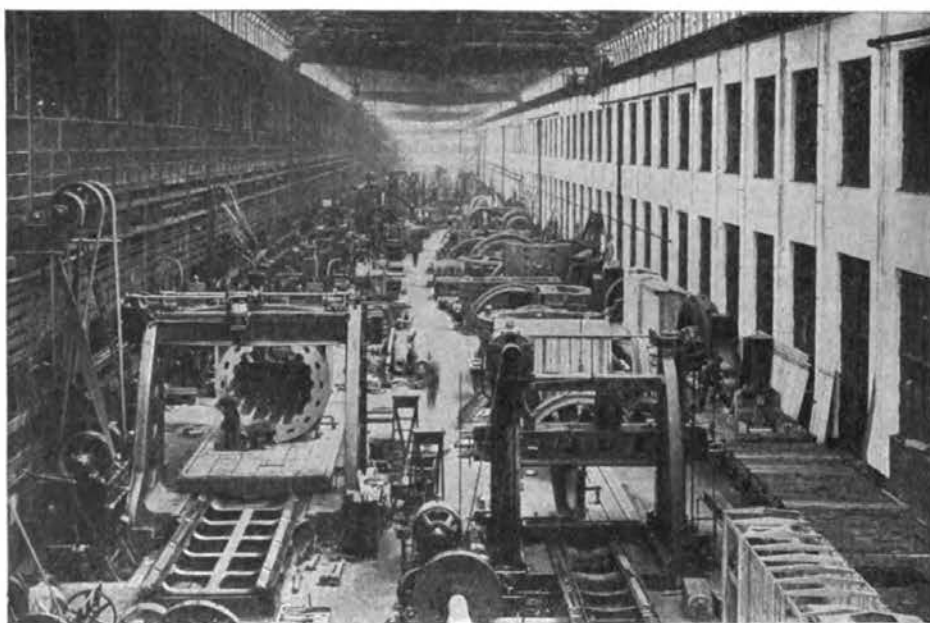
#### **The Side Issue Outstrips All the Rest**

The making of signal apparatus involved electrical construction. Soon there was a little department in the Union Switch & Signal Company's works for the

Next to his own inventive genius, in the mental equipment of this man, is his keen perception of the value of the inventions of others, and his practical way of developing them and making them commercially successful.

When he addressed himself to the problem of electric lighting, only the direct current was being used. This type of "juice" is useful in its place, but it costs too much to transmit it long distances—takes too large a wire, and there is too much loss of power.

But, about this time, a Frenchman



**AISLE IN THE WORKS OF THE WESTINGHOUSE MACHINE COMPANY**

manufacture of lamps and electric lighting apparatus.

At this time, electric lighting was in the experimental stages—was still something strange and wonderful to the American people. The systems in use were crude, inefficient, and expensive. But the eye of the prophet soon saw the great possibilities of development. Then the great constructive, inventive, creative brain addressed itself to the task. The result is that we have electric lights at low prices in the little village of two hundred people where I am writing this story. And in thousands of other places, big and little.

named Gaulard had worked out a dynamo that produced alternating currents of electricity. He and a man named Gibbs had patented the idea, but very little had been done to develop or apply it.

George Westinghouse saw it.

And when I say that he saw it, I mean that his vision penetrated the future.

He saw, not the crude little invention of the Frenchman, but the perfected alternating current dynamo, with its stupendously high voltages transmitted for long distances over small wires, with comparatively little loss.

He saw, not the imperfections of the invention, but electric lighting made cheap and universally useful.

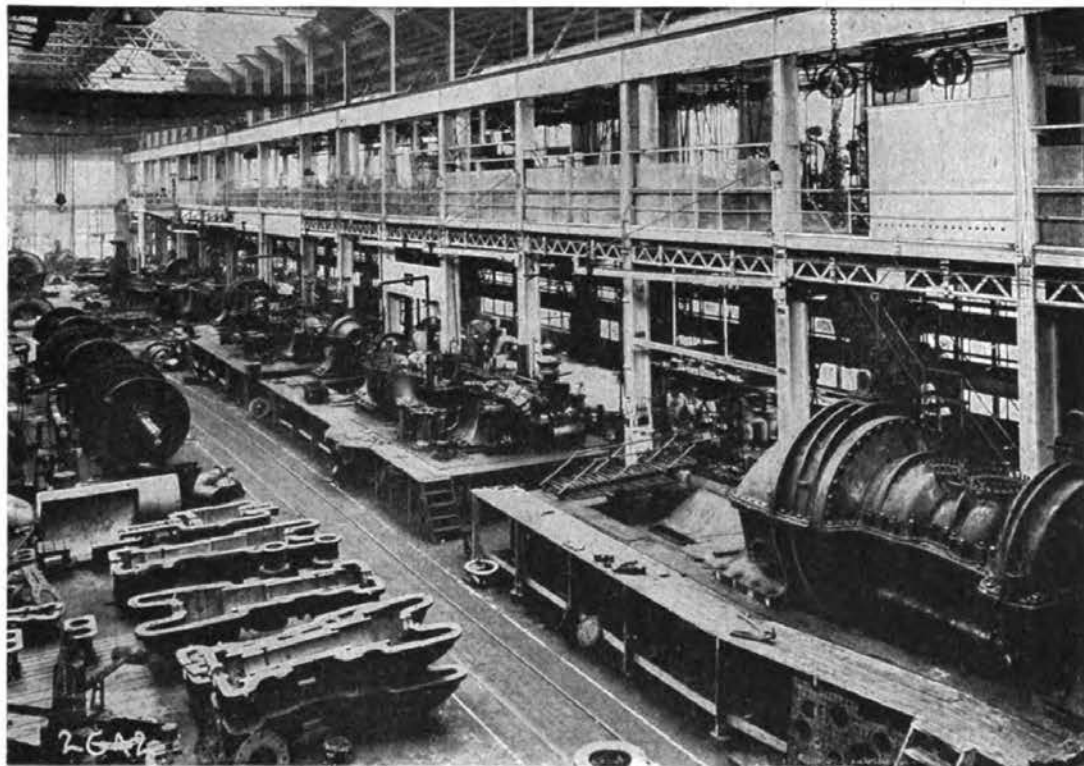
He saw, not the difficulties to be overcome, but electric railroads ramifying to every corner of the earth, and millions of mill and factory wheels driven by the power of clean, safe, and silent electricity.

Yes, it could all be done. The possibilities were there.

But how?

The drudge patiently works out the details—solves the minor problems.

It took the soul of a prophet to see alternating currents doing their great work in the world; but it took the finely trained and specialized brains of hundreds of mathematicians, electrical and mechanical engineers, draftsmen, pattern-makers, molders, electricians, machinists, and others to materialize that vision. And then it takes a host of advertising men, salesmen, and



VIEW IN SHOPS OF WESTINGHOUSE MACHINE COMPANY

That could all be worked out by his engineers. That is what he paid them for.

#### The Genius and the Drudge

In all progress there are two factors—the genius and the drudge.

The genius gives birth to the Great Idea.

The drudge nurses, develops, and clothes the Idea until it becomes full grown and ready for its epoch-making work in the world of men and women.

The genius makes new combinations of concepts by the exercise of the rare power of a creative imagination.

executives to make the vision a commercial success.

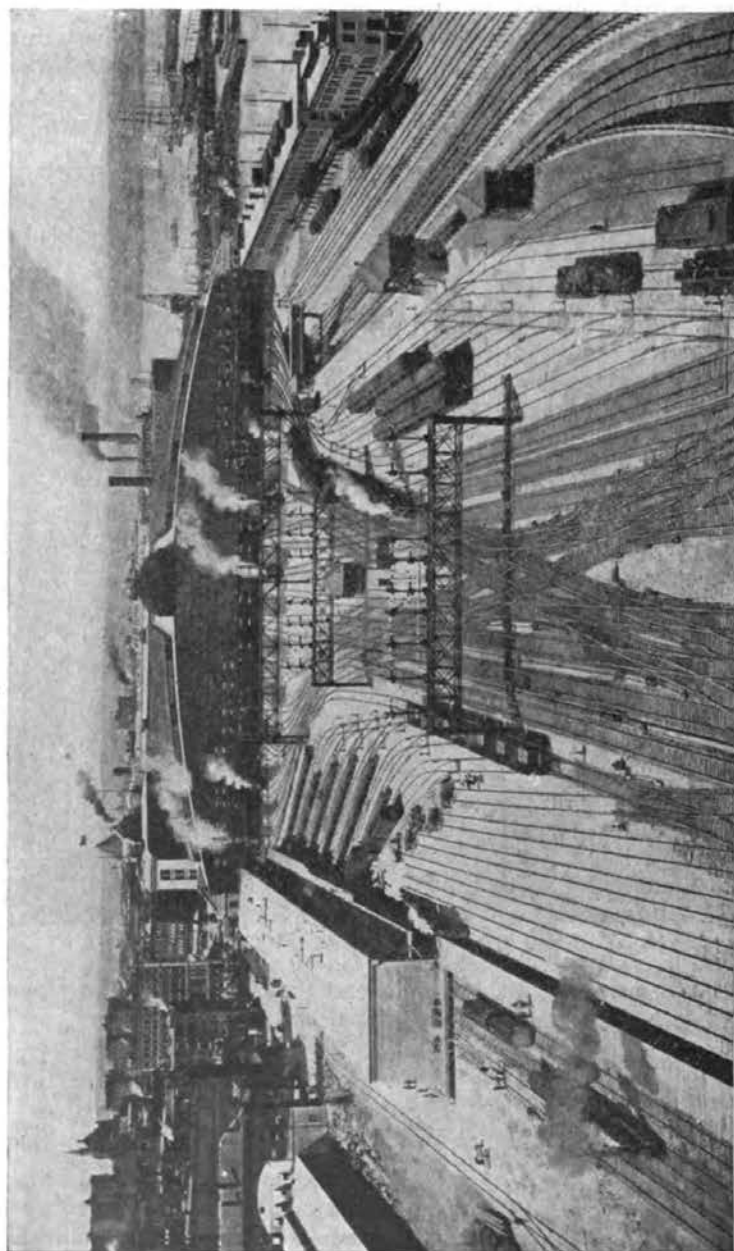
George Westinghouse was the genius who gave birth to the Great Idea—the prophet who saw the vision.

But he was much more than that.

He was the organizer, the financier, the master of men and of money who gathered the drudges—the specialized brains—into an effective and profitable commercial enterprise.

And so it was that he bought the patents of Gaulard and Gibbs, took the little side issue electrical plant out of the





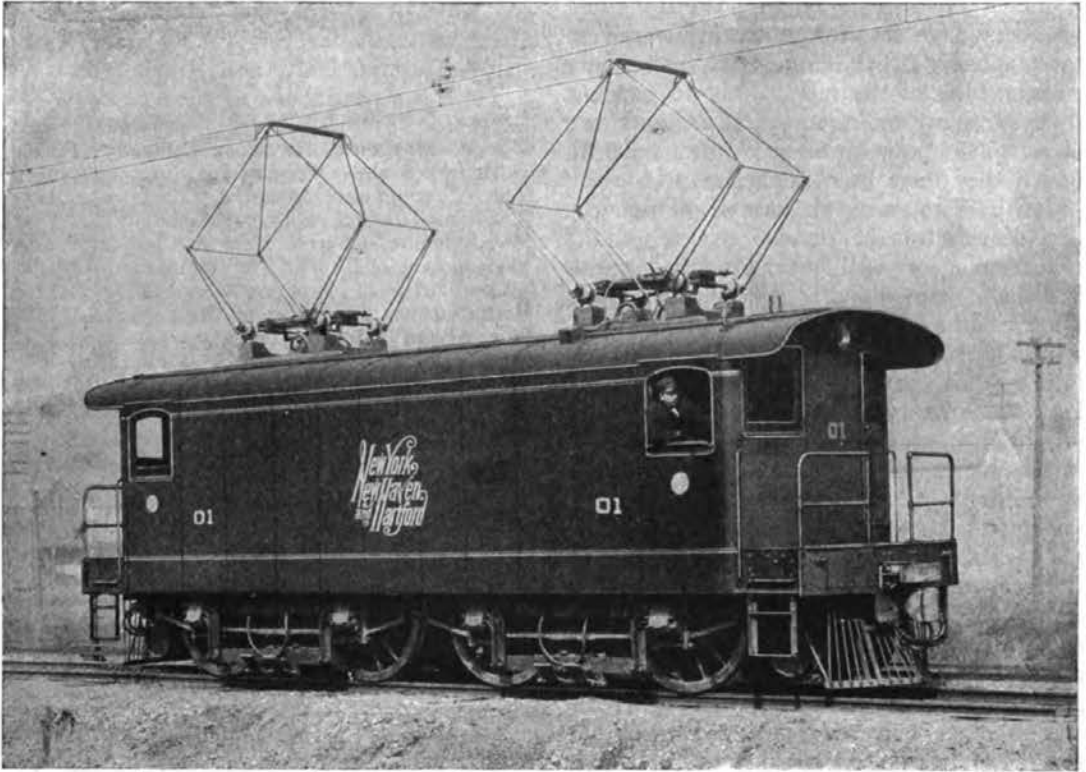
SOUTH TERMINAL STATION, BOSTON, EQUIPPED WITH WESTINGHOUSE SWITCH AND  
SIGNAL SYSTEM

Union Switch & Signal Company's works, and founded, in 1886, the Westinghouse Electric & Manufacturing Company. This company has since become the largest of all the many Westinghouse interests. The main factory, at East Pittsburgh, Pennsylvania, now has over fifty acres of floor space, employs fifteen thousand people, and has branch factories in eight other American and foreign cities. The plant in Manchester, England, is nearly as large as the one in East Pittsburgh.

interests for the practical solution of its biggest problems.

H. H. Westinghouse, brother of George, is a designer of steam engines. In 1881 the Westinghouse Machine Company was organized to build them. Soon George Westinghouse became heavily interested in the business, financially; was made its president, and built a huge plant for it at East Pittsburgh.

It was in this plant that the gas engine was brought up to its present state of high



WESTINGHOUSE ALTERNATING CURRENT, SINGLE PHASE, ELECTRIC LOCOMOTIVE

The difficulties to be overcome in this development were not all mechanical and financial, either. George Westinghouse had to push alternating currents to commercial success against the united prejudice and jealous opposition of many powerful interests. And he has won.

#### Making Engines of Many Kinds

This institution has been in the very vanguard of progress in electrical manufacture. The electrical world has acquired the habit of looking to the Westinghouse

efficiency and adaptability. When George Westinghouse first "saw" the gas engine it was a crude affair, and its usefulness was confined to a few minor purposes. It was jerky in its action, and could only be made in smaller sizes.

With his usual boldness and largeness of vision, Mr. Westinghouse ordered two engines built for experiment and development—one of small size, and one of six hundred and fifty horse-power. If both of these could be made feasible, then all sizes between would also be.

The genius saw what could be done—solved the big problems. Then the specialists worked out the details. As a result, gas engines are now built in the Westinghouse Machine Company's plants of even greater size than that first big engine, and they can be used anywhere and for all kinds of power development.

#### Pioneering the Turbine Steam Engine

The dominant note throughout all the Westinghouse interests is that of bold, far-seeing pioneering, with largeness of conception. That is why the Westinghouse products have so profoundly influenced so many phases of the industrial, civic, and domestic life of the race. It is no accident that so many of George Westinghouse's ideas have "revolutionized" the field to which they have been applied.

It is still too early to foretell all that the development of the turbine engine and its reduction gear will mean to the world. We have seen how it has already made electric light and power cheap and popular. The blaze of electric signs that turns night into day on the principal streets of all the big cities is very largely due to the prophetic genius of George Westinghouse in developing the turbine engine, at a cost of hundreds of thousands of dollars, while the rest of the world waited, skeptically, for the result.

Every steamship owner in the world, from the great governments and their navies down to the summer camper with his pleasure launch, has heard a message of good cheer in the news that George Westinghouse has perfected a reduction gear that will adapt the steam turbine to the screw propeller. There the effect is spectacular and challenges the imagination.

But the reduction gear bids fair to be of even greater value in linking the turbine to the direct current generator. That may not mean very much to you, if you are a layman, but just ask your electrical engineering friend about it. Ten to one, he will use that pulse-quicken word, "revolutionize."

And these are only the beginnings.

#### Many Other Westinghouse Interests

As marvelous as is the inventive power of George Westinghouse, it is almost

eclipsed by his organizing, commercial, and financial skill, and his unusual business sagacity and broadness of vision.

It is notable that he has always made his inventions successful and profitable, not only to himself, but to thousands of others. And the same can be said for the many inventions and discoveries of others that he has developed.

Another rare quality of the man is his versatility. Not only do his inventions cover many fields, but he has organized, financed, and is the dominant personality in thirty-five different corporations in America, Canada, England, France, Germany, Austria, Italy, and Russia.

Here is a partial list of them:

	Established
The Westinghouse Air Brake Company....	1869
American Brake Company.....	1880
The Westinghouse Machine Company....	1881
The Union Switch & Signal Company....	1882
Westinghouse, Church, Kerr & Company..	1884
Westinghouse Electric & Manufacturing Company .....	1886
East Pittsburg Improvement Company.....	1888
The Bryant Electric Company.....	1889
The Perkins Electric Switch Manufacturing Company.....	1890
R. D. Nuttall Company.....	1891
Westinghouse Automatic Air and Steam Coupler Company.....	1895
Nernst Lamp Company.....	1901
Westinghouse Traction Brake Company....	1901
Westinghouse Foundries Company.....	1901
Westinghouse Inter-Works Railway.....	1902
Cooper Hewitt Electric Company.....	1902
Canadian Westinghouse Company Limited..	1903
Westinghouse Lamp Company.....	1907
British Westinghouse Electric & Manufacturing Company.....	1899
Societe Anonyme Westinghouse, LeHavre, France.	
Societe Anonyme Westinghouse, St. Petersburg, Russia.	
Westinghouse Electricitats-Aktiengesellschaft, Berlin, Germany.	
The Traction and Power Securities Company, Limited, London, England.	
The Westinghouse Brake Company, Limited, London, England.	

In addition to all these companies and their works, there are the district offices and sales departments of the various Westinghouse interests in all parts of the world.

#### Bigger and Better Things to Come

Although he has made a large fortune out of his many enterprises, and notwithstanding the time and thought it takes to



direct their policies, George Westinghouse is still an enthusiastic and hard working inventor. He has his private laboratory and machine shop in connection with the Westinghouse Machine Company's works, at East Pittsburgh. There he puts in a great deal of his time.

He says that this is recreation.

And he is looking forward to doing bigger and better things for the service of man than any that he has yet done.

Take especial notice of my expression, "for the service of man."

It has been an undercurrent of my thought all the way through this story.

#### **A Servant of All the People**

Look into the face of George Westinghouse, and you will see the expression of a desire to serve. And, because he is a big man, generous in all his mental and physical equipment, he had always desired to serve in a big way—generously.

While he has profited largely by his activities, you and I and our neighbors in this and other lands have profited vastly more. Think where we should all be today but for the development and extension of the steam and electric railways, electric lighting, natural and artificial gas, the gas engine, a thousand and one electrical appliances operated by cheap electric current, carborundum, aluminum, calcium carbide, and other products of the high-power currents of the Niagara Falls power plant. Thus we are all indirect beneficiaries of this man's power to serve.

#### **Other Kinds of Human Service**

Then there are the thousands directly benefited—those who have made large profits by co-operating with Mr. Westinghouse in various capacities, from the highest officers in his companies down to the lowliest of his thousands of employes. Add to these the millions who have found employment on the railroads, traction lines, and lighting and power circuits; those who earn their bread—and some butter and jam, too—in uncounted industries growing out of the development of the gas engine, of the steam engine, and of the steam turbine.

All this has been, as it were, a by-product of the enormous energy and mental power of this man.

But he has not been satisfied with it.

He has given much time and thought, all the way along his career, to more direct service.

First of all, to his employes.

Club houses, night schools, recreation and rest rooms, lunch rooms, apprentice schools, post-graduate schools for college men, technical classes, business training classes, classes in salesmanship and efficiency, games, athletic events, and many other advantages are offered by the Westinghouse companies.

While the spirit of the Westinghouse interests is pioneering, expansion, and extension rather than intensive management and the constant effort to approach perfection in the manufacture and sale of a fixed product, yet much is done toward the development of greater efficiency.

I found an effective educational department, covering many phases of the work.

I found established piece-work rates, not subject to change, with a bonus system that encouraged the workers to their best efforts. Also a group bonus system of payment, where applicable, that introduced a fine spirit of team work in the group, as well as healthy rivalry with other groups.

I found special care taken of the sanitation, ventilation, and general comfort of all the shops and offices.

Besides all this practical service in his own business, George Westinghouse has been interested and active in civic affairs in this and other countries.

I wish that I had the space at my command to tell you of some of the things that the lieutenants and business associates of this man have done—they would read like romance. I may write of them in later numbers of *THE BUSINESS PHILOSOPHER*.

The Westinghouse people, from George Westinghouse down to the humblest worker in the shops, seem to be inspired by this bit of wisdom:

"There is no difficulty so great that there is not some way over it, or under it, or around it, or right straight through it."

And that is a pretty good idea to leave with you in closing.

The world belongs to the energetic.—  
*Emerson.*

A recent number of a Cornell University magazine chronicled the death of a young Cornell graduate, who was killed in the course of his duty as an electrical engineer for the Westinghouse Company, at Hanley, Canada, last October. His name was Thomas Van Alstyne and it seems that he had been, while at College, a rower on the 'varsity crew and a participant in other student activities. Among his papers was found a rule of conduct that he had drawn up, entitled "My Guide," which is well worth consideration by old and young alike.

## My Guide

**T**O RESPECT my country, my profession and myself. To be honest and fair with my fellowmen, as I expect them to be honest and square with me. To be a loyal citizen of the United States of America. To speak of it with praise, and act always as a trustworthy custodian of its good name. To be a man whose name carries weight with it wherever it goes.

"To base my expectations of reward on a solid foundation of service rendered. To be willing to pay the price of success in honest effort. To look upon my work as an opportunity to be seized with joy and made the most of, and not as a painful drudgery to be reluctantly endured.

"To remember that success lies within myself, in my own brain, my own ambition, my own courage and determination. To expect difficulties and force my way through them. To turn hard experience into capital for future struggles.

"To believe in my proposition, heart and soul. To carry an air of optimism in the presence of those I meet. To dispel ill-temper with cheerfulness; kill doubts with a strong conviction and reduce active friction with an agreeable personality.

"To make a study of my business. To know my profession in every detail. To mix brains with my efforts and use system and method in my work. To find time to do every needful thing by never letting time find me doing nothing. To hoard days as a miser hoards dollars. To make every hour bring me dividends, increased knowledge, or healthful recreation.

"To keep my future unmortgaged with debts; to save as well as earn. To cut out expensive amusements until I can afford them. To steer clear of dissipation, and guard my health of body and peace of mind as a most precious stock in trade.

"Finally to take a good grip on the joys of life; to play the game like a man. To fight against nothing so hard as my own weaknesses and endeavor to grow in strength a gentleman, a Christian.

"So I may be courteous to men, faithful to friends, true to God, a fragrance in the path I tread."

# Building a Retail Business

By J. E. BROWN

**W**HEN one has decided to build he first considers what it is to be used for and what end it will serve—and then considers the material and the cost.

Just so with business.

What are you going into business for? What kind of a business do you want, and what end is it to serve? After you have decided these points, then you can lay your plans and if you are wise you will select the right building material in the shape of principles, character and merchandise.

Few buildings are greater than their architects and few businesses are greater than the men and principles back of them.

## First Know Thyself

So first of all, take stock of yourself and see if you were a born trader, or if your liking for trafficking is strong enough to compel you to learn its many and intricate paths.

If you think that just anybody can successfully run a business, you would better never start, for the chances are you will go on the dump heap of mercantile failure.

Of course a few succeed in spite of the fact that they know little of business or methods, but they are rare exceptions.

If you have the ability to learn the detail and principles of your trade then you have the first requisite.

But ability is a worthless asset if you lack patience, initiative, energy and adaptability. These five qualities combined, make proficiency and this is the quality that spells success. I mean these are the five essentials that form the foundation to build on.

The materials that go into the superstructure are absolute honesty with the public, reasonable value given in exchange for price, good character of members of the firm and employes so that every statement will carry the conviction of truth and fairness; a cool head that will not be turned by the wine of success; a resolute spirit that will stand firm when the clouds of adversity rise and threaten; and the firm conviction that "he profits most who serves best."

You must be a man that can resist the thousands of temptations to take undue advantage of the public's confidence and often ignorance.

You must also have the faculty of saying no to the numerous insidious schemes presented for the sole purpose of separating you from a part of your hard earned cash.

And yet when you are catering to the public you must be courteous, suave and politic enough to radiate an atmosphere of agreeableness that will intoxicate all who come into contact with you remembering always that the dear public is a very numerous personage with lots of needs, notions and eccentricities that you, as a man in public business, will be called on for favors as well as wares.

You are fitted to become a merchant in proportion to the degree that you possess these qualities.

If you have but few of them and a vision not beyond to-day's gains you will be known as a storekeeper. If you have a working acquaintance with most of them you will become a merchant and if you are a master of them you are building a business that will be a blessing to your day and a monument to your name.

## Make Your System Simple and Practical

There are new systems coming up every day, many of them emanating from professional systemizers who invent new ones as fast as the old ones are sold and exploded. Beware of them and select, after careful acquaintance with the needs of your business, the simplest system that will give you the detailed information necessary to the conduct and development of the business.

I am a crank about system and approve of it, as no business is running safely that cannot be analyzed and checked to secure any information that may be wanted; but get at it the shortest way, and discard all the rubbish of red tape.

## Fit Your Business to Your Patronage

If you want to sell high-class merchandise you must locate in a large community

of well-to-do and wealthy people so as to have a market for such goods.

Then your store fixtures and service must all be in keeping with the class of goods kept and with taste and desires of your wealthy patrons. The profits on this style of business will have to be larger than on the more staple lines as style and make are demanded by this better trade and consequently the merchant's risks are greater and losses more frequent. This trade is more exacting, and more appreciative also, which requires better trained salesmen of experience and more definite knowledge of goods and qualities. Such stores have to be well financed for their patrons demand an air of prosperity:

If your aim is to sell the great popular middle classes then your general appearance and equipment must be in keeping with this idea, but never one of stinginess or restraint.

Generosity must be in the air. Goods and values must appeal to the reason. This is the practical class of hardy customers who are neither extravagant or shiftless.

The help in such a store should be most democratic, sensible and well informed in regard to goods.

This is the trade to whom it pays best to display and demonstrate the values and uses of merchandise. These are the busy, pushing, inquiring people who are ever interested in all they see and hear. They are the toiling, thinking, producing class who want to know and make use of their knowledge. Therefore the salespeople must be intelligent and well enough trained to show people qualities and values.

#### **The Sales Value of Demonstrators**

Every general retail store can afford to demonstrate most of its merchandise. It will pay the good grocers to give samples of food stuffs to its customers, and have a good cook tell and show them how to prepare and serve everything.

As an example suppose you carry three or four makes of ketchup. Let the demonstrating salesman open up each and put a spoonful of each on a clean white blotting paper and as the liquid is absorbed by the blotter the real body of the ketchup is left for examination. You will find that the cheap one is nearly all absorbed and nothing

left but a brownish red powder while the good one hardly wets the blotting paper, but leaves a good heap of rich red tomato. One is made from refuse from seed growing houses and the other from fresh, ripe, sound tomatoes.

The customer who sees such a demonstration is at once won over to quality without consideration of price.

At the same time, canned pork and beans, and oyster cocktails can be demonstrated with the ketchup.

I have seen gallons of olives and olive oil sold in a day by a demonstrator who knew how to make salads and serve small bites on delicate plates. I have seen large quantities of fine teas and coffees sold through serving small sups, at the same time demonstrating a percolating pot for making it.

I have seen almost every customer entering the store sold rice by a clever girl who served it made up in several ways at the same time selling rice cookers and other utensils.

I have seen colored wash goods sold by having samples washed at the counter. We have all seen more paring knives sold in one day by a demonstrator than a big store will sell in a year without.

I have seen a dozen clerks kept busy selling sheet music while another sang the songs or played the music.

I saw a little flat chested woman sell \$25,000.00 worth of bust forms by demonstrating them at the New York Fashion Show.

Demonstrating is only a practical form of advertising which makes everything so clear to the customer that confidence in the goods and house is at once formed.

This kind of display and presentation of goods has the entertaining features that at once claim the attention which is the first step in making a sale. It is the only practical method of introducing new up-to-date goods to the public and at the same time selling enough to make it profitable.

Again it forces salespeople to become intelligent about goods, which is the thing most needed to-day.

Do you know that a grocery clerk offered me a few weeks ago, Swiss cheese for Roquefort and insisted that he was right. He was either ignorant or dishonest.

From my standpoint his attempt would create disrespect for the store.

#### Service the Prime Element

Intelligent service to the public is the greatest factor in a store's development.

It is the personal contact that builds for or against the store.

Too many merchants think if they had only the money they could do all they wanted.

You might have money enough to buy the best corner in town and erect the best building that experience and money could build and then send the shrewdest buyers out and glean the markets of the world for just the goods needed and then employ the best decorators to arrange them to tempt the customer and then have the cleverest advertisers write the most alluring description of the goods and invite the public in. And they would come by the thousands and fill your store. Your bosom might swell with satisfaction and your hopes reach out for more.

But, that might be your biggest day. Not because your goods, prices or accommodation did not suit the public. Oh no, it is a much more serious thing—the clerks behind the counter did not know their business or your business and the public failed to get the service they want—the personal contact was not satisfactory.

The information, help, service and satisfaction were lacking, not because the store did not have it but entirely because the sales persons failed.

#### Stand In With Your Help

Too many merchants try to "stand in" with the public but never think of "standing in" with their help. One is just as commendable an aspiration as the other. The first often costs more than you can afford and only brings friends while you pay or play, while the other only costs you the the price of what good clerks earn, and the effort to win their respect.

You employ help to do work you have not the time to do or to do work better than you can do it, and in most cases you ought to get help for both reasons.

The man who is so narrow that he hires help to do only the things of little importance will always have a small business.

There is one type of man who ought never to get into business, and that is the man who is afraid to let the man under him know what he knows. Nobody knows enough and the man who knows less is more useless.

The proprietor, overseer or department head who is not broad enough to teach help under him all he knows, is hindering his own prosperity, the business and the help under him. He belongs to the old school which taught "a little learning is a dangerous thing."

Teach your employes how goods are made, their uses, who makes them, their cost and the profit necessary to sell them to have a successful business. Once they know this your interests are safe.

Some one is saying now that you do not dare tell some clerks such things, and you are right. Such people should never be in business and if you have help of this kind, do not be foolish enough to keep them when there are good people to be found.

There are many things I would like to say about store help but it would be better to say it direct to them instead of the employer.

#### The Question of Prices

Too many merchants put too much stress on the prices, thinking that they are the attracting power for a store.

There never was a greater delusion and misconception. Price never created a desire for goods and a sale never was made without the desire for the article. I admit that after the desire is there, price concessions help to remove an obstruction to obtaining it, or make it easier for one having a desire for the goods to gratify it. But I repeat, price never creates a need or a desire for goods, except perhaps with the millionaire spender who occasionally buys goods for their exorbitant value, which only proves that a cut price is not good business.

The genius who always buys his merchandise cheaper than everybody else has not yet been born, although almost every side street boasts of such, but never the first class store of any town.

The real mercantile genius is the man who sells the most goods at good profits

and keeps expenses low, consistent with good business.

Thank goodness the men to-day who are making the reliable merchandise and commercial records are men of honor who maintain values as well as integrity.

#### Power of Truth

And I am glad to note that the most successful firms in the commercial world to-day will not tell a lie in advertising any sooner than they would violate a business obligation. And yet we occasionally see an advertisement that is full of misrepresentations and exaggerated values, that are intended to deceive the public outside of the stores, who we should remember are just as shrewd as the storekeeper.

Better not advertise at all than make statements that cannot be made good.

The best advertising is creating a desire for what you have to sell and having goods measure up to the representations.

Advertise as long as you can tell the truth, then quit. Always remember that a public business is an open book, and that whatever it contains the public will know.

In the times of the Crusaders men offered their estates, their lives, and their sacred honor that they might be accounted holy and attain a title to spiritual glories. But all they really needed was to be staunch in the service of their fellow men, in true kindness and generosity.—*L. C. Ball.*

## Ideas and Ideals

By ORVILLE ALLEN

**H**APPINESS consists mostly of work—work with hands and heart and brain—work that gives you a better viewpoint—work that helps you to see, to know, to understand—the work of doing something here and there to advance the things you believe in.

If the man of few, or seemingly no opportunities, will work and fight and win, he will find that as his ability increases his opportunities will increase also.

Ability plus character equals personality. And personality, you know, is responsible for the success of the man.

Experience is all right—a very essential thing. And we should get all the experience and as varied experience as we can. But we should be sure that the experience we get as educative—we should use it to develop and train the potential powers within us. Our experience will then work for positive effects instead of negative.

Whenever there is a turn in a man's career, either for good or bad, it is called luck, good or bad, by his fellows. But if analyzed thoroughly, it will be seen as cause and effect, just as surely as the cloud

that suddenly forms is the effect of the substance that previously existed in a more diffused and transparent form.

Just in proportion as we are enabled to adjust ourselves to things as they really are and at the same time pursue our ideals—with a never-tiring tenacity—just in that proportion shall we attain our success.

The man who uses his advertising space—good, valuable, expensive, white space—to give him publicity, is the man who says that advertising is an expense and does not pay. In his case it cannot be classed as anything but expense. So he puts it in the expense column and says it gives him publicity. But the man who fills his advertising space, his white space, with words—words that tell the public something of interest—impelling words—is the man who says his advertising is an investment that pays, and pays big. He would not for one minute be satisfied with publicity, because he must have results, tangible results, every day, every week, every month, and every year.

He who hurts others injures himself; he who helps others advances his own interests.—*Buddha.*

# Business Democracy

By C. H. INGERSOLL

**T**HE story of democracy is indeed the same old story and I realize that I am adding nothing to it.

The fact that this story runs through everything—religion, morals, ethics, economics, well supports the thought that it applies no less to business.

The alliance of business with plutocracy and monopoly, is but a passing phase of history.

Privilege has successively made use of every legitimate department of the body politic to hide behind, corrupt and impress into its service, and none has served it more effectively than business.

Business logically is the hand maiden of the people; their real wants and needs should be its only guide; service to them should be the only gauge of its legitimacy; profit to it should be denied except in exchange for full service to the public.

But I am sure that to many business students this statement sounds strange, so far from the unquestioned ideals has actual practice departed.

The familiar viewpoint is "what will the traffic bear?" By what ingenious devices can we manage to make the people pay more? Let us put our price where it will give us three quarters of the people's money to take care of all the "conspirators."

First we will spend one-half of it in doping the people with an overwhelming advertising campaign; that will hypnotize them into the belief that ours is the only thing to buy; then we will divide the other quarter of excess price between ourselves and jobbers and retailers who will yield to such extra allurements.

A generous expenditure on patents and in the courts will assist the monopoly end of the business and perhaps give us an exclusiveness that will help.

This is merely an example of the many different undemocratic ways of exploiting business so as to reap a maximum profit while giving a minimum of service.

These methods in themselves present a phenomena of psychology—or it might be more correct to say criminology; they show how highly are the human wits developed

to illegitimate use in place of brains to legitimate use.

## Real Democracy to Triumph

We are not yet educated to the point where we classify these methods with those of the clever second-story man or embezzler; nor have the possessors of these wits yet discovered that they would bring more satisfaction and generally more wealth, legitimately used.

But education of the public and the business man is progressing; the public to demand and the business man to see the wisdom of delivering, 100 per cent of service for the dollar paid.

Doubtless the facts as seen in the market places are as far or farther from showing this education than ever before, but if as I believe, the idea has started to grow, the markets will line up in due course and never recede from the improved condition.

My confidence in this is based on a conviction that the democratic movement is world-wide and all-pervading, and that business is necessarily a part of it.

So the business question of the future will not be simply, "how may we get the largest profit?" but also, "how may we give the largest service?" and this will not be wholly through a change of statutes, but as much from a revision of ideas.

A vast change in laws must take place; all forms of protection to privilege must be modified, and eventually abolished, and it is my belief that the relatively few monopolies that survive this process will succumb to the influence of revised ideas.

Business as well as law is made in the image of public opinion, and healthy opinion will, in due course, produce not only just laws, but just business conditions.

This may savor of the "lassaiz faire" philosophy, of fatalism or of complaisance, but I do not mean that all this is coming about as a matter of course and without intense struggle.

The prediction is only indulged as justifying a revision of business ideas, which should be followed by a radical change of business practice and conditions.



Now, as to the dollars and cents of this democratic business theory: Does it *pay* to be democratic in business, or is it just *right*; is it business or only altruism; is this in fact, only another way of saying that honesty is the best policy?

In answering, I will again resort to the analogy of politics: Democracy has been discredited because it has been sold out to privilege; but it is now coming into credit and will prove its practicability.

In the same way business has been sold out to monopoly, but business men are seeing that the alliance has been a bad bargain, and wholly at the expense of the average business; that the aristocrats of business have profited at the expense of the rank and file.

Aristocracy in business is now having its sway and the results are almost exactly parallel to those seen in society at large.

There are just two ways out; we must either proceed straight ahead on the line we are now rapidly going, into the Socialistic state, or we must right-about-face and restore democracy and business.

This is a proposition that should appeal as forcibly to the monopolists themselves as to the proletariat business man, as there are none of them that would consciously espouse Socialism.

But the privileged have ever shown their incapability of seeing anything but their privileges, and history is full of spectacular examples, where the composite wisdom of the masses saved society from its "saviors"—its aristocracy of wealth, education and religion.

So the dollars and cents argument sums up that there will be less for monopoly and less for big protected business and more for the average business and for the small business.

Business democracy means a stoppage of this process of concentration that can have but one end, the inclusion of everything in one "benevolent" institution which will be but one thing, whatever it may be called, that is, Socialism.

#### Democracy Constructive, Not Destructive

As a leveling process Democracy cannot be criticised as being a pulling down, and therefore non-constructive; it will only pull

down abnormal structures that obviously threaten public safety and health.

We hear the sky-scraper phenomena discussed every day; why do we see twenty and fifty story buildings amid miles of three story shacks?

Economics supplies a ready and conclusive answer: The exemption of a large portion of land values from taxation creates the industry of land speculation and such fictitious land values that these structures are necessary to carry the top-heavy underlying land value.

Yet the same system encourages general under-improvement by under-taxing where the shacks are maintained, making it generally more profitable not to build, but to wait for increment; in other words, the system panders to the two extremes.

A sensible system of taxation would take no account of improvements (buildings) but would tax the full value of the location; this would release all idle tracts and influence normal improvement of all land; it would destroy the intense fictitious values and remove the influence to sky-scrapers; in fact, it would be conducive to a normal and approximately uniform "sky line."

Now, this same revision would not be a pulling down process, though it would stop the building of sky-scrapers, and it would also stop the building of sky-scraping fortunes from land speculation and land rents; on the contrary, there would be more building than ever in New York, for example.

But everyone would be the builders; a restoration of normal values and conditions would result in lifting the *average* building height to perhaps five or six stories, spreading improvements over unoccupied areas, relieving destructive congestion, cutting out fifty-story freaks and making the average building investment more secure and the buildings more useful.

And the analogy between this "leveling process" and that needed in business is as apt as it is instructive. We do not need less business, less production, less good things to distribute; we need more of everything; there is room for vastly more business activity, because we know that most people have legitimate wants that they have not the wherewithal to supply.

The trouble is that the constitution of business produces the same abnormal effects of inequality among the people as a whole, as shown by the New York skyline.

It protects and fosters monopolies and a relation between them and business, and stagnation and uncertainty in place of the much advertised prosperity, which is really enjoyed by a relatively few.

#### **Advantages of Democracy to the Monopolist**

Business should be untrammelled either by repressive laws or threats of such; it should be allowed and encouraged to grow big, and I think under normal conditions it will grow big.

I do not believe in splitting business into little units in order to destroy or make believe destroy, monopoly. I believe in individual initiative and encouragement to the highest attainments.

If protective and other special legislation is killed, I believe there will be no need for trust-busting measures. Our present trouble is that we are engaged at the same time in creating monopoly and in endeavoring to kill it.

We should make up our minds whether we want it or not, and if not, abrogate laws in its favor.

In such a big, active world as this there will always be quite enough field for legitimate business and on a large scale, without using governments for its upbuilding.

Business will get along without any assistance, just as the people themselves will; all that either needs for prosperity and health is to be let alone.

Monopoly and grafters, however, always need the assistance of the law, and they always get it by using the names of business and the people, and the latter have been freely lending their names. The people are getting wise to the game; when will the business men wake up?

Business will grow as fast as monopoly will let it.

As monopoly makes poor business, a monopolist makes a poor business man, because he relies on his monopoly, whereas a real business man should be, above all, self-reliant.

A word from the standpoint of the monopolist himself. Can he not see the logical

conclusion of his position and be saved from the result of his own ignorance and avarice?

Can he not understand that monopoly is in its essence anti-democratic and, therefore, traitorous to every vital principle on which our republic and world-wide civilization is based?

Monopoly has but two alternative conclusions, Socialism or destruction, and from the standpoint of Democracy, Socialism is destruction.

So, monopolists, big and little, direct and indirect, principals and satellites, should prepare for a realignment with economics.

Actual and final destruction threatens them unless they do. But a gradual process will only result in a modification of profits which may be restored, as service, as an ideal, displaces that of monopolistic advantage.

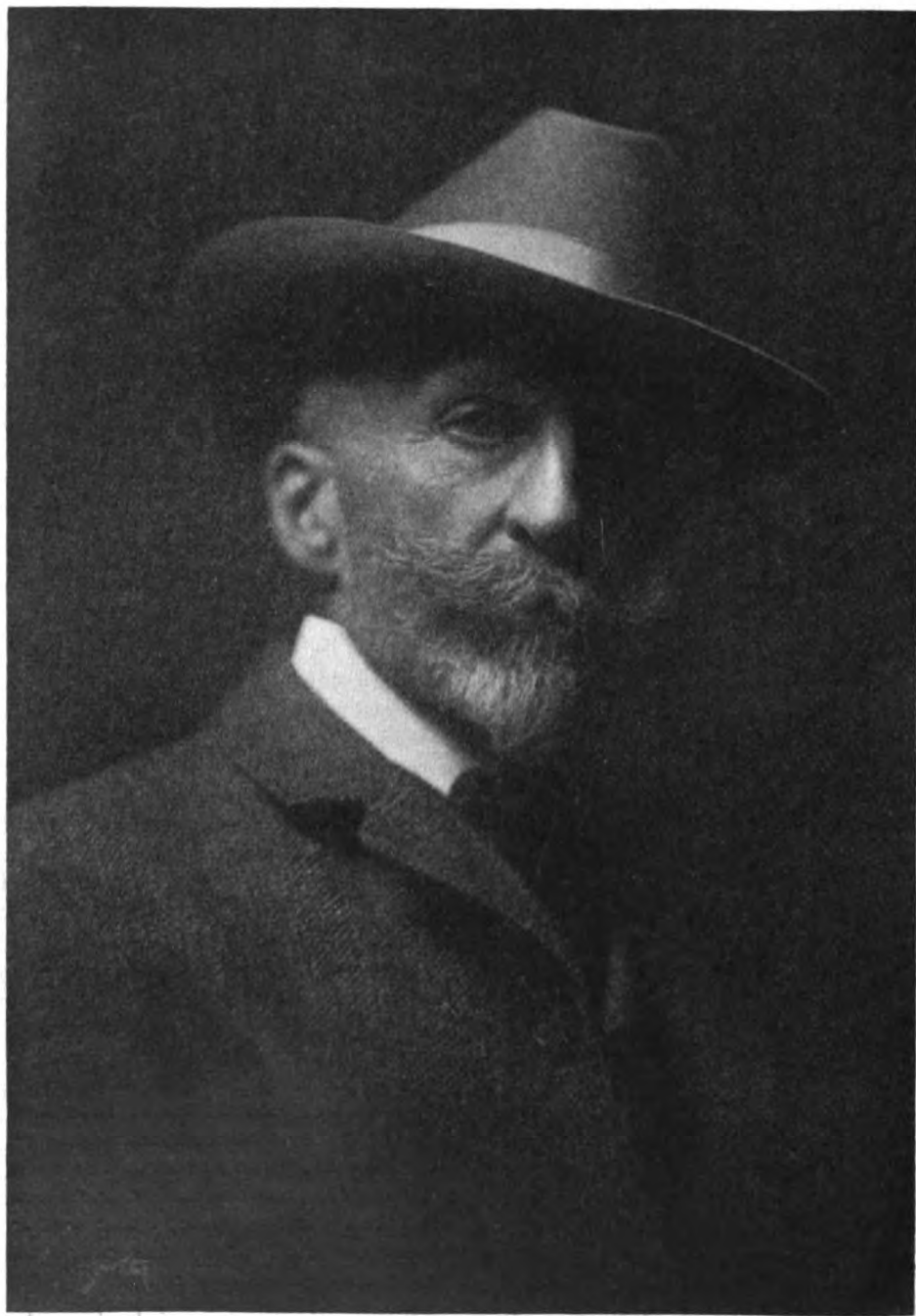
#### **The Duty of the Individual Business Man**

Every business man should submit his business to close scrutiny and trace, as far as possible, every advantage he has, due directly or remotely to any form of protection and privilege. He should then make himself independent of such helps, which he can do in most cases by use of all his latent ability. Then he should join the movement for abolition of all privileges.

If he does not follow this course, others will "beat him to it," and he will be minus his crutch and will have nothing in its place.

When the idea fully permeates men's minds that in freedom from restrictions and the privileges that underly them, lies the only true condition of health and prosperity, the work of restoration of right economic conditions will be rapid; and the time to adopt the right ideals and begin working for them to come true is *now*.

Better distribution of business involves the same great democratic principle as better distribution of wealth and both are more directly and vitally connected with a better distribution of land values than I have made clear, or than I can at this point.



JOHN S. BRADSTREET

# John S. Bradstreet—Apostle of Beauty

By ARTHUR W. NEWCOMB

REMEMBER the slippery, black hair-cloth sofa and six chairs that used to "grace" grandmother's "front room?"

And the plush-covered "parlor suite" that followed it?

Also the crayon portraits of Pa and Ma, and little Ernest, the one that died?

Then there were the whatnot in the corner, with its load of dusty junk, the wreaths and mottos made out of Aunt Milly's shining hair, and the "God Bless Our Home," worked in seven shades of zephyr on perforated cardboard. Remember them?

HIDEOUS, weren't they?

Inartistic, cheap, crude and atrocious!

And yet the old folks at home loved beauty—and desired it.

People who had hair-cloth sofas in their homes created some things so full of beauty that they stand unexcelled today.

The trouble was that they were hampered by tradition—tyrannized over by that blindest, crudest and most reckless perverter of good taste, Fashion.

And even people who did not bow the knee to the cruel god Conventionality—people who, perhaps, loved beauty intensely—had no recourse. They had to buy what the market offered. They were too busy to set up an arts and crafts shop in their basement and make their own furniture, or to design and paint their own wall paper. Even if they had had the time, they may not have had the skill—or the creative genius.

It was in their time that cheap methods of manufacture were flooding civilization with high crimes and misdemeanors in the way of furniture, chromos, rugs and carpets, wall paper, draperies, bric-a-brac and other items in the furnishing and decoration of the home. It was the hour of triumph of the cheap and nasty.

But its ascendancy was brief.

Go into the homes of the middle class today and, with but few ex-

ceptions, you will find the standards of beauty far higher than they were thirty years ago. And the improvement is gaining speed every year.

They say that William Morris started the reform in England—and he did.

But there have been other brave souls who have believed in the inherent good taste of the people, and have risked all on that belief.

There have been others who were willing to battle for years against prejudice, tradition and fashion, in order that there might be beauty in the home.

Among them I write high the name of John S. Bradstreet, of Craftshouse, Minneapolis, Minnesota.

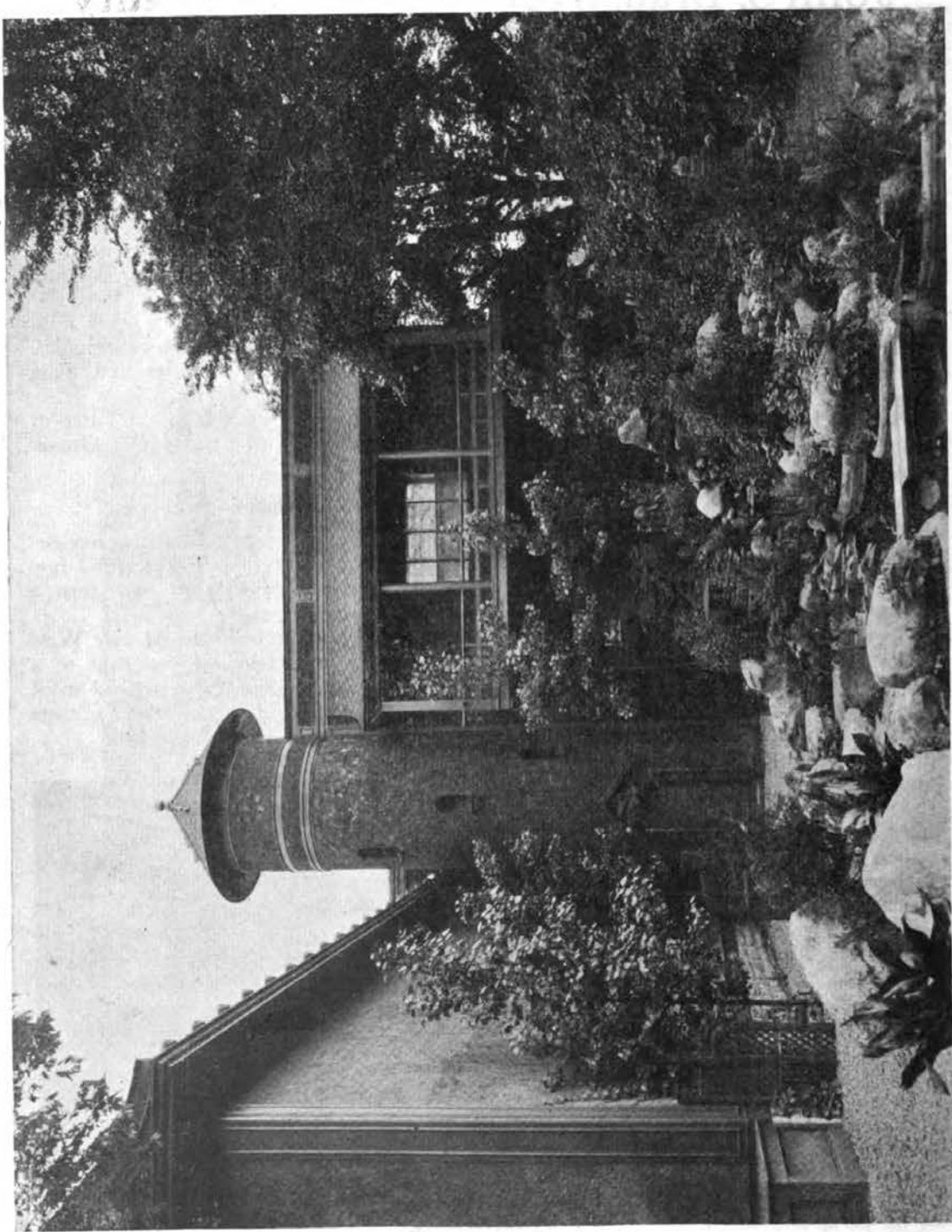
## The Courageous Beginning

Thirty-five years ago Mr. Bradstreet began his work as interior decorator and furnisher in Minneapolis, which was then a raw western town.

Think of conditions in the Middle West at that time and, take off your hat to a man who had the courage to begin a work of education of public and private taste then and there.



THE ENTRANCE, CRAFTSHOUSE



THE GARDEN, CRAFTSHOUSE

Then, remembering that this man has won, bow your head to one who had the faith and the perseverance to fight his way through severe business trials and the still greater obstacles of misunderstanding and lack of appreciation.

And so greatly has Bradstreet won that his fame has spread from Minneapolis throughout the nation to foreign countries. He is well known among the artistic people of many American cities, and in London, Paris, Vienna, Florence, Rome, Calcutta, Cairo, Benares, Pekin and Tokio, and in fact wherever there is a development of domestic art and architecture, either modern or antique.

#### The Home of the Movement

Craftshouse, the Bradstreet headquarters in Minneapolis, is a unique and individual establishment—the lengthened shadow of this man. In its location, its management, its housing, the grounds and the range and character of its wares, it is different from anything else in the world. It is not only a workshop for the creation of beauty in furnishings and decorations and showing rooms for the display and sale of objects of art from all over the world, but an object lesson in architecture, landscape gardening, house furnishing and decoration, and the best art of all nations.

This rare museum is located in the residence district of Minneapolis, at the corner of Fourth Avenue South and Seventh Street. It is as distinctive as the Kelmscott manor, made famous by William Morris, and has had, in its way as great an influence upon the community and the world at large.

The building is of odd but beautiful construction, and is surrounded by beautiful grounds.

The accompanying illustrations show a few of the picturesque features of the place. While the first impression of the exterior suggests the Japanese art, yet a window from Egypt in one room, one from India in another, and a latticed grill recalling the Moorish influence in Spain in another, reveal the extent of the many travels of its designer, and the influence upon him of the art of many lands. Notwithstanding this variety, the effect produced is always picturesque, artistic and harmonious.

One feature for which Craftshouse has become famous is the special treatment of woods known as the "drift wood" effect in furniture and fixtures. From cities all over the country people come to Minneapolis for this distinctive and beautiful work, adapted from the Japanese.

The lover of the quaint and beautiful finds the salesrooms most interesting. He will see displayed many articles which are specimens of fine skill in handicraft and full of historic interest: Florentine marbles, odd chairs, tables and chests from Italy; oak cabinets, old and artistic furniture and bric-a-brac from Germany; fine Gobelin, Brussels and Aubuson tapestries and ancient furniture from France, some pieces belonging to the period of the Empire, others of the times of the Louis'; Scotch, German and Oriental rugs of exquisite workmanship which can be had to order, made after special designs; Japanese bronzes, embroideries, prints and carvings.

#### A Wanderer in Search of Beauty

It is to supply all these things that Mr. Bradstreet has made and is making his frequent tours to all parts of the world. He has visited Japan many times, is well known among the artists of that country, and has been decorated by the mikado for his services in gaining recognition for Japanese art.

Writing of Mr. Bradstreet's peculiar felicity in this, Perry Robinson says, in the *Bellman*:

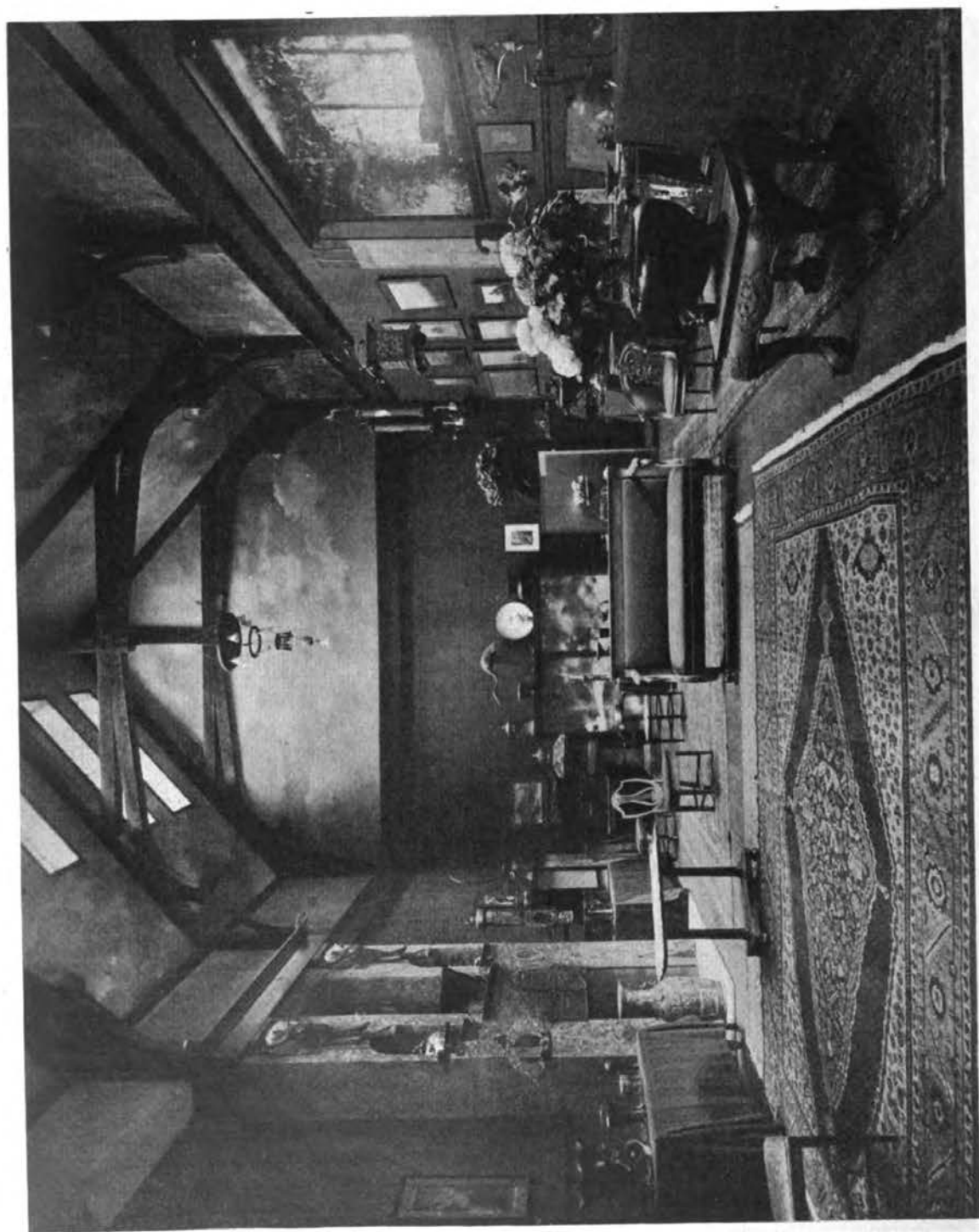
"Or look at it in another way. I am not sure when Mr. Bradstreet made his first trip to Japan, but it was somewhere in the late eighties, and he has been several times since. At the time when he made his first visits, America knew practically nothing of Japanese art, and Bradstreet used to come home with carloads of what he called 'plunder'—bronzes, tapestries, lacquer work and carvings in wood and stone.

"In those days it was possible to get the real things, and Bradstreet used to ransack the out-of-the-way places and get them.

"He brought home and put on sale in Minneapolis wagon-loads of things which are practically unattainable now.

"I have on my table as I write a bit of old cloisonné, which still bears underneath the original label showing the price at





THE HALL, CRAFTSHOUSE



which I bought it some seventeen years ago, nine dollars. It was valued recently at one hundred and fifty dollars.

"That is only one trifling item out of his huge consignments, and every item I doubt not has appreciated in proportion.

"If any man had just bought up in a lump everything that Bradstreet brought home and put it all away, it would have been a better investment than any real estate.

"Most of that original 'plunder' is probably scattered about in Minneapolis homes today, and out of it could be made an exhibition of old Japanese art better than could be produced in any city of approximately the same size in the world today.

"There will come a time when a guarantee that a thing is 'one of Bradstreet's early pieces' will multiply its value ten times in any auction room in America."

#### The Business Importance of Beautiful Homes

Right here let me pause to answer the question that has been in your mind ever since you began to read this story.

You want to know what place such an article has in a magazine devoted to the science and philosophy of business.

Directly, it is an object lesson in refutation of the fallacy that it is the only duty of a business man or a salesman to sell to the public what the public wants—or thinks it wants.

The true business man and his salesmen are educators. Their work is not only to supply existing demands, but to create new and better demands. And, in doing this, they are lifting the people to a higher plane of thought and feeling, revealing to them new possibilities in cleanliness, health, comfort, convenience, beauty and ethics.

Indirectly, it is for the purpose of pointing out the influence of any improvement in the conditions of human life upon business in general.

As THE BUSINESS PHILOSOPHER has again and again pointed out, business is not a thing apart from life—it is related to every phase of human existence in many and complex ways—in truth, is so interwoven with all other human affairs that there is no distinguishing where business interests leave

off and others begin. In other words, the race is one and its interests are one.

When people live in beautiful homes and among beautiful surroundings, they are better off, mentally, morally and physically, than when they live in sordid or inharmonious environment. And then business is better and more profitable.

#### Bradstreet's Work an Asset to Minneapolis

Writing of this aspect of Mr. Bradstreet's work, Perry Robinson says:

"And let nobody think that I am affecting to sneer at the early taste of Minneapolis. It was at least as good as that of any other place of its size and circumstances; but Bradstreet—Bradstreet alone and single-handed—lifted it, in matters aesthetic, clean out of its class.

"Montgomery Schuyler in his book on American architecture, published seventeen or eighteen years ago, has some remarks about Bradstreet's influence as a missionary in *partibus*, which shows the impression he made on an artistically-cultivated mind from outside; but for many years Minneapolis itself was far from understanding how much it owed to him.

"The trouble is that there is no way of translating the influence of such a man into dollars and cents. Someone builds a brute of a grain elevator and it stands, an obvious addition to the invested wealth of the community, a legitimate source of pride to every citizen. But the moral uplifting of any number of thousands of people remains invisible. You cannot raise money on it.

"But even as a matter of dollars and cents, I wonder what the fact was worth to the young town that every educated visitor from the East or from abroad who came to it and walked up Nicollet Avenue went away thinking the better of the place for the mere sight of Bradstreet's windows.

"I wonder how many people were persuaded to come and live in Minneapolis merely because Bradstreet had created an atmosphere that was congenial to them.

"How many people are there in Minneapolis today who might not have stayed, who would have gone away, if it had not been that Bradstreet's influence softened the conditions of the new life for them?

"What is it worth to a town, as ambitious as Minneapolis, to have people as far away as Liberty's in Regent Street speaking of a Minneapolitan as the first master of an admirable art in all America?"

"What, in the course of a quarter of a century, has been the sum total of the advertising which has come to Minneapolis from the work which Bradstreet has been doing in all parts of the country and the wider influence of his personality in his travels?"

"Those who honor John Bradstreet most, honor him, perhaps, even more for other qualities than for his artistic sense. Those who prize his artistic sense most are perhaps those who do not set the highest value on dollars and cents. But put it only in dollars and cents, and it would be interesting to make a guess at how many millions of its present wealth Minneapolis owes to Bradstreet's influence.

"Considering him merely as an instrumentality for advertising the town (a light in which he would hate to be considered) and getting people to come to it or to stay in after they have come, what is the debt of Minneapolis to this man?"

In still other ways, Mr. Bradstreet has made the race his debtor.

He is a large donor to the new Minneapolis Museum of Art, and gives a great deal of his time to the public in various ways.

He has also offered to apply his art to the most prominent island of the Lake of the Isles, near Minneapolis, as a kind of memorial to himself. He expects to make this one of the most beautiful Japanese gardens in America, devoting to it his own best skill and many of his own personal purchases in the Island Empire.

## On Getting Your Price

By C. R. LIPPMANN

**W**HEN your prospective customer objects to the higher first cost of a quality article, nothing will bring before him so forcibly the difference between price, cost and value as reference to some article near at hand.

For example, take the piano or a chair. You can point out that he could have gotten, for less than a dollar, a kitchen chair, but that would not have answered his purpose.

You can point out that no matter what he paid for his piano, he could have gotten one for less, but it would have cost him more in the end.

More factors of cost must be taken into consideration than at first glance seem to have any direct connection with the article.

A lawyer decided on a sectional bookcase to fit up his library. In order to save \$1.00 a section, he bought them without any glass doors, and congratulated himself on the resulting saving of some \$30.00.

But after a while he found that he had overrated his acumen. He was compelled to pay a woman \$2.00 a month to keep the books dusted.

In other words, in 15 months he had paid out all he thought he would save, and the dusting fee of \$2.00 was a regular tax.

Finally, after two years, he was glad to spend the additional money for glass doors.

In the meantime, the books suffered from the dust and the dusting.

If a bookcase is handy while you are talking to your man, the above makes an exceptionally strong argument.

The cost of dusting corresponds to the cost of painting, but the damage to the books, of course, is not so ruinous as the damage to the house when the roof gives out.

There is no limit to comparisons that can easily be illustrated on any article within sight. There is no article that cannot be replaced by a cheaper one—but one that would not give the service required.

Why does one man pay \$25.00 rent for his house, another \$50.00 and another \$15.00?

Why does one man pay twice as much as another for an automobile, or a horse or a suit?



### Buying a Salary

**H**E EDGED up to my desk and coughed.

I knew he was there all the time, of course, but my name isn't pronounced like the sigh of a dead gas engine, so I didn't look up.

He waited.

I could hear his watch tick and his heart beat. I could even hear his nervous tongue trying to lubricate his lips.

I kept on trying to add up my week's commission.

Fussberg couldn't stand it any longer.

"Art," he chided, "there's someone to see you."

I had planned to give an imitation of mild surprise. But when I looked into the poor fellow's eyes, I was sorry.

"I beg your pardon," I said. "I hope I haven't kept you waiting long?"

"Oh, not at all," he murmured. "I just came in to ask for work."

"I'm very sorry," I told him, "but there are no vacancies at present. You might leave your name and address, and if anything should turn up, I shall consider your application."

Out of the tail of my eye I could see Fussberg pantomiming vertigo and epilepsy over that antique bit of persiflage, just as I knew he would. That's why I said it. Vaudeville was cruelly robbed when Fussberg took up advertising.

But I didn't enjoy the skit long. The applicant was looking as if he had just heard that his "onliest" had eloped with his bosom friend.

I took a little more pains to survey his personality.

And I liked the frank clearness of his eyes, showing even when they had pain in

them. Clean, well-kept clothing of good quality; a pair of capable-looking hands, freshly laundered; positive evidence of intimate relations with a tooth-brush; and some solid human bone in jaw and chin told me that there was value in what was being offered.

### Asking but Not Being Given Unto

"It's a great pity that business is a little dull, just now," I sympathized. "If you had come around two or three months ago, I think I could have placed you to our mutual advantage. Now Blackheath, over in the Granger Block, might have something for you. I know that he has been short-handed ever since young Dana joined the navy."

"I have been to Mr. Blackheath," mourned the lad. "He has taken my name and address, and, if anything should turn up, he is going to consider my application."

Fussberg snorted.

And I thought I saw a lurking devil dance in and out of the frank clearness of the eyes I had been admiring.

"Have you seen Squires, over in the Keating building?"

"Yes, I saw him. Same results there, too. The fact is, I have been the rounds in this town. This is my last call."

There was a hopeless note in the finality of that "last call." My heart went out to the young fellow.

"You will find business much better in Los Angeles just now," I encouraged him. "There ought to be plenty of openings there."

"But my mother can't stand the climate there. She has to be right on the sea-coast. I don't know, now, what I shall do."

Socratic laid down the latest number of *THE BUSINESS PHILOSOPHER*, looked my

applicant over kindly, and came into the dialogue with this:

"Mind telling me what you wish?"

"Not at all—I want a job."

"What for?"

"To earn some money."

"What you really want is money, then, isn't it?"

"Certainly, but I expect to earn it."

"How?"

"By working for it."

"But you don't expect that your work will be worth as much to anyone as the money you will get for it, do you?"

"Why yes, sir, I do."

"Think anyone could make a profit on your services?"

"Yes."

#### The Futility of Begging

"Then tell me," emphasized Socratic, fixing the man with a terrible eye, "what you mean by coming around here with an excuse-me-for-living droop to your shoulders and an oh-please-kind-sir whine in your voice, and holding out your cap for a job like a blind beggar pan-handling for a nickel?"

The youngster ran up the red flag of resentment, but kept hold of himself.

"I suppose I had been turned down so often that I was losing my nerve," he said, at last.

"Well, then, how did you apply at first? Say anything different from what you said here?"

"No. But I think I carried myself with a little more confidence."

"But you 'asked' for a job?"

"Why yes, how else should I get one?"

"Answer me—what kind of people go around asking for what they want?"

"Why—er—mendicants, I suppose."

"Why don't you call them beggars? Can a beggar come into an office with confidence and self-respect?"

"No."

"Is a beggar a good example for a man who wishes to succeed?"

"No."

"Has a beggar anything to offer in return for what he gets?"

"No."

"Then, since you 'ask' for a job, don't you feel that you have little or nothing to offer in return for your wages?"

"No, I don't think I feel that way."

"How about the man you ask? Think you make him feel that way?"

"Perhaps I do. I hadn't thought of that."

"Then how ought you to go after a job?"

"As if I had something valuable to sell, I suppose."

#### The Average Salesman's Attitude

"Have you ever sold anything?"

"Yes, I've sold advertising space."

"And what was the mental attitude of the buyers of space when you approached them?"

"Well, most of them were on the defensive."

"And how did that make you feel,—like a welcome caller?"

"Not exactly—very much otherwise, in some cases."

"Talk your best when you do not feel welcome?"

"Well, I can't say that I do."

"Feel more at ease when you go to buy a suit of clothes?"

"Yes, I guess I do."

"Especially when you have the money in your pocket to pay for it?"

"Yes, especially then," smiled the applicant.

"Can't you imagine yourself as buyer, then, when you go to get a job?"

"Buyer of what?"

"What did you say you wanted to work for?"

"Why, money, of course."

"Then why not go in to your prospective employer to buy a salary?"

"Go in and say, 'I want to buy a salary. What will you take for one of one hundred and fifty a month?'"

"Think it might be a good idea to tell him what you have to offer for it?"

"Why, yes, I should think so."

"And what would you tell him?"

"Why, that I should serve him faithfully, energetically, and to the best of my ability."

#### Framing Up the "Talk"

"Suppose you wanted to trade him a horse for his one hundred and fifty—would

you tell him no more than that the nag was faithful, energetic, and would do his best?"

"Why, no, I guess I'd tell him more about the animal than that."

"What, for instance?"

"Why I would give him all the good points of the steed—his soundness, size, weight, speed, color, past performances, disposition, age, and, if he had one, his pedigree."

"Then you don't consider yourself of as much importance as a horse?"

"I get your point. Of course, I ought to tell him all about myself."

"Well, then, what would you tell him? Why not practice your piece on me?"

"Well, let me see. I'd say that my father was the editor of the *Newton Herald*, and that I had worked around the shop and office from the time I was eight years old; that I had begun writing local on the paper when I was fifteen, that I was made city editor at the age of eighteen when the sheet became a daily; that I had spent two years as advertising manager after that; that I had done all kinds of reporting on Chicago papers for two years; that I went over to the advertising end of the game and was solicitor, copy writer, and assistant advertising manager for three years, and that I had been on the staff of the Barnes-Wadsworth agency for a year before coming to the Coast."

All this was mighty interesting to me. I began to wonder if this man wasn't the one I had been looking for "since before the Spanish War already."

"And you just barely held your job in each of these situations, I suppose?"

"Well, I've got plenty of letters and notices of increase in salary to the contrary."

"Why don't you say so, then?" Is the violet the favorite flower of an advertising man?"

"Well, I have always considered modesty mighty poor medicine in selling advertising, but looked upon it as rather a loveable virtue in a man's individuality. But I can see now that it isn't worth a great deal when buying a salary, as you call it."

#### We Find We Have Salaries to Sell

"Ever do anything special that is worth mentioning?"

"Yes, I suppose I might say that there was some merit in the By-a-bisk campaign that I planned and put through to success."

I was just about to offer my applicant a job, but Fussberg was a little quicker on the trigger. Bouncing out of his chair like a cork out of a champagne bottle, he got around in front of our visitor.

"If you want a job in this man's town, Sam Burnham," he said, taking the astonished youth by the hand, "I guess little Willie Fussberg is ready to sell you a salary that will satisfy you, to begin right now. Why in torrid El Centro didn't you tell us that you were Sam Burnham, the man who made By-a-bisk famous?"

So it was Burnham! And I had told him to leave his name and address!

I hoped Fussberg wouldn't remember that. But he did, afterward, and it didn't seem half so funny to me then as it did when I said it. Moral: Don't be compelled to take your own jokes too seriously.

But Socratic hadn't finished his catechism. Before Burnham could accept Fussberg's explosive offer, the calm voice went on:

"When buying a suit of clothes, do you always take the first thing that is offered you?"

"No."

"Do you know what you want before going to the store?"

"Why, yes, usually."

"But you don't consider a position of so great importance. Willing to accept any old thing that may be offered first?"

"Well, I must admit that I was when I first came in here, but now I am beginning to see a light. You see, I never looked for a job before in my life—was always hired away from one place to the other. I thought I should find the vacancy first, and then hand over my credentials afterward."

"Now Fussberg seems to 'love you mighty madly and want you mighty badly.' And yet, to my certain knowledge, there is no vacancy on his staff. Don't you suppose that, by studying Fussberg's business a little, you might have seen in it the very opening that Fussberg wants you to fill?"

"That's sound."

"Well, if you are going to analyze around for just the place you want,"

boomed Wiggins, handing over his card, "please don't miss me. I think I have just the place you want."

Burnham took the card with thanks. He was a buyer, now, and had quite a different bearing from the one he had brought into the office with him.

Of course I had to make my bid too.

But the next morning Sam Burnham went to work for Socratic.

### The Best Thing That Ever Happened

The minute I heard that footstep in the hall, ice began to form in the chambers of my heart. Never was there a sound more weighted with woe.

When I heard the hand on the knob, a chill wind, as from underground tombs, swept through my soul.

And when Pejor opened the door and spattered into the office, thick darkness engulfed my spirit.

The man looked like a personification of the essences of disappointment, disillusionment, and heart-break.

Nor did he hesitate to tell of the tragedy of his life.

"The company has been absorbed by the trust, and I have lost my job," he wailed. "My perfectly good job! The best job I ever had! Oh, I would have died for that beautiful job! And here it has died on me!"

"Cheer up, Pejor," consoled Wiggins. "There are plenty of other good jobs for such men as you."

"Yes, but where? In New England—all in New England! There isn't a company that employs men in my line, now, anywhere west of the Hudson River. And my wife won't even try to live east of the Mississippi."

"Well, don't give up like that, man," scolded Fussberg. "You'll get something to do."

"Don't hold out any false hopes to me, scoundrel. I could not live through another disappointment. I think I'll take up aviation as a profession. It is more honorable than any other form of suicide."

#### Judging the Future by the Past

"What was the best thing that ever happened to you, Pejor," Socratic entered.

"Why, I don't know. Why."

Pejor knew he was in for it, and was sparring for time.

"Think back over your interesting career. What event in it has resulted in the greatest happiness?"

"Why, I guess it was when I broke my leg in the tannery, lost my job on account of being laid up, lost my sweetheart because I couldn't take her to the dances that winter, and missed an opportunity to go to Alaska with a party of local gold-seekers."

"How was that the happiest event of your life?"

"Being laid up, I learned accounting and got a better job when I got out; the girl I lost turned out to be a virago and has kept her husband in Hades ever since they were married; and the Alaska party got lost in the snow and only two of them ever got back to civilization—they came back dead broke and in debt."

"Did you think breaking your leg was a very happy event when it happened?"

"Not noticeably."

"Do you think that this loss of your job is a joyous occurrence?"

"All right, Socratic, I get you. It may turn out to be the finest thing in my whole string of beads. I'll weep no more."

And little by little the darkness thinned off of my spirit; the chill wind veered a little and soon was bringing in the spring-time and the odor of fresh flowers; the ice melted from my heart.

Pejor was smiling.

And the next day he was appointed general agent of the trust for the Pacific Coast.

And all that Socratic said was:

"We do not always learn the purpose of our tragedies as quickly as that; but, soon or late, we always do learn."

Oh, do not pray for easy lives—pray to be stronger men. Do not pray for tasks equal to your powers—pray for powers equal to your tasks.—*Phillips Brooks.*

The man who tries and succeeds is one degree less a hero than the man who tries and fails and yet goes on trying.—*Ellen Thornycroft Fowler.*

# The Power of the Unseen

By W. H. TENNYSON

**O**H, what in blazes is the use of your business philosophy? The nation is going to the royal bow-wows. It's a case of dog eat dog, or starve. This idea of service is all so much rot from a practical bread-and-butter standpoint. Today the man who tries to live by the golden rule is doomed to die—he's a dead one, and that's all there is to it."

Did you ever hear a man talk like that? What was the matter with him? It isn't natural for a fellow to feel that everything's going to the devil.

In nine cases out of ten, the trouble lies right here: Our friend lacks imagination, or he lacks faith, or he has shut his eyes to the poetry and romance of life.

Imagination, faith, poetry, romance, are all co-related. They belong to the realm of the unseen. But, as Charles A. Dana told the little girl who asked him whether or not there is a Santa Claus, "The most real things in the world are those things that neither men nor children see. You may tear apart the baby's rattle and see what makes the noise inside, but there is a wall covering the unseen world. Only faith, fancy, poetry, love, romance, can push aside that curtain and view glory beyond. Ah, Virginia, in all this world there is nothing else real and abiding."

Nineteen centuries ago a man with a wonderful imagination lived on the other side of the globe. His name, we are told, was John. This man attempted to visualize the far distant future. And what did he behold? He "saw an angel standing in the sun." That's what he tells us in his wonderful book, "The Revelation"—"I saw an angel standing in the sun."

He saw the world of the heart and the soul typified by the angel, dominating the physical world, typified by the sun. He saw the incomprehensible suddenly become comprehensible. He saw "an angel," representing the supreme power of the unseen world, dominating the sun, the controlling force of the seen world.

Almost two thousand years ago, this man John, a disciple of the Apostle of the Gospel of Love and Service, looked ahead

and imagined that the "angels" of the unseen world would some day dominate the "suns" of the seen world.

And, now, centuries later, what do we see?

Electricity, an unseen force, runs the machinery of the world.

Psychology, the science of the mind—unseen, incomprehensible—is the dominating science of the Twentieth Century.

Great humanity and intelligent altruism—prompted by love, by generosity, by the desire to serve (qualities of the soul—unseen) are in evidence.

No?

Listen: The insane are no longer treated for "devils," as they once were. The State is spending thousands of dollars in order to provide proper treatment in sanitariums for tuberculosis patients. The Boards of Health of cities demand stricter compliance with the rules of sanitation and of hygiene. Criminals in prisons are treated as human beings, and there is prison reform everywhere. Fuller educational advantages are provided by the government. Pure food laws are in operation. Man's duty towards his neighbor seems to be more fully realized than perhaps ever before. Consideration for our fellows has become more marked, and consideration for the welfare of our families has become more practical.

Why, if you want an illustration of progress, take my business—Life Insurance. There is more life insurance in force today than ever before in the history of the world. More money is being invested in life insurance than is being deposited in the savings banks.

A man who thinks only of himself, a selfish man, a man who lacks the finer elements of character—love, devotion, self sacrifice if necessary, sense of duty to others—a man who lacks these qualities, I say, doesn't take out life insurance.

Is the world going to the bow-wows? Is it a case of dog eat dog, as our friend claims, unless we are willing to starve because of principle? No! There is progress all along the line. Men do appreciate the



square deal in business, in society and everywhere. The day has passed when for any length of time or to any great extent a man can get something for nothing. The man who renders first class A number one service will profit most, in money, and in the unseen elements that really make life worth living.

To be happy, however, one must have imagination. One must be able to image the future. One must, by means of love and service and faith, push aside the curtain that hides the unseen world. He that does this will see "an angel standing in the sun." But he who admits defeat, he who lacks imagination and faith, and tries to

gain success in other ways than by service, cannot see the "angel." In fact, he can scarcely see the sun. He allows a film of discouragement to cloud his vision. That film acts as a cloud, as a curtain.

"Only faith, poetry, love, romance, can push aside that curtain and view glory beyond."

The great high-road of human welfare lies along the old highway of steadfast well-being, and well-doing, and they who are the most persistent, and work in the truest spirit, will invariably be the most successful; success treads on the heels of every right effort.—*Samuel Smiles.*

## Play Square

By JESSIE L. BRONSON

**L**IFE is a great game if you play it square.

Playing square leaves a nice, clean taste in your mouth—no furred tongue.

Never mind if you get knocked on the head with a bat. The experience is worth all it costs.

But if you cringe and play the sneak to save yourself pain, you get the hang-dog look and feel.

It's worth everything to be able to look yourself square in the face and say: "I respect you, old boy; you're doing your best; you're giving the world a square deal."

Play square, though the other fellow gets the cup. And play the game thoroughly. Run the whole gamut, though it land you behind caged bars. Better be an honest "criminal" than a dishonest "citizen."

The free spirit cannot be imprisoned.

It is good, at some time in your life, to "let out the length of all the lines," even though the steed of life run away with you for once.

But keep will in ascendancy.

If you choose to race horses with life, do it *because* you choose, not under compulsion.

Then be a philosopher. If it's defeat, take your medicine like a little man, and don't howl.

Do you find life a hard task-master, requiring "bricks without straw"? Well, hunting up your own straw develops ingenuity.

You haven't attained to man-stature till you can say with St. Paul, "I *glory* in *tribulation*."

When joy and sorrow, pleasure and pain, success and failure, riches and poverty, are all alike glorious to you, then you are grown up.

Most of us are still infants. Life has to carry us in her arms, and minister to our bumps and bruises. But *you* don't want petting and coddling. *You* are a *man* now.

And when you arrive at the point where you feel within you the unquenchable spirit that nothing in earth, or heaven, or hell can conquer; then you may know that, "come what, come may," life is *yours*. You've the strangle-hold.

Then you can sing with Emerson:

I am the owne. *Of the spheres,*  
Of the seven stars and the solar years;  
Of Cæsar's hand and Plato's brain,  
Of Lord Christ's heart, and Shakespeare's strain.

Give all and you will receive all.

Play the game square and life will, in turn, give *you* a square deal every time.

He overcomes a stout enemy who overcomes his own anger.—*Greek.*



**L**ET us talk for a moment about ideals. It may be that we shall waste the time wisely.

You remember the mythological character who was invincible so long as some part of his body touched the earth. And it may be that you who have seen or read "Chantecler" will not have forgotten where the Cock tells the secret of his power to the Pheasant-Hen. "I never start to sing," he says, "until my eight claws, after clearing a space of weeds and stones, have found the soft, dark turf underneath. Then, placed in direct contact with the good earth, I sing:—And that is already half the mystery, Pheasant-hen, half the mystery of my song."

*Half the mystery of his song!*

So is it always. The floor of the Temple of a Great Ideal must ever be the good brown earth. Than an ideal there is nothing more precious—nothing of greater worth. Especially essential is it, then, that the foundation be solid—that it be built in obedience to fundamental law—built so strongly that opposition can not prevail against it.

I mean by all this that an ideal must be placed at the top of an institution that serves a practical purpose. I mean that no man is in greater need of an ideal than he who does much work. I mean that a high ideal is safe only when possessed by a man or an institution that is deriving strength and solidity from service to men and women.

I know that a dreamer of great dreams is a doer of great deeds. The great structures of steel and stone that make canyons of city streets existed first as ideals in the

brains of men of imagination. They were dreams.

The mighty steel trust, made up of countless warring and competing and inefficient companies and plants, first sprang into being in the mind of a man. It was first a dream—an ideal.

An ideal is but an idea raised to perfection.

An idealist is one who strives for, works for, journeys toward, dreams of Perfection. It matters not what his work may be. If he be a builder of bridges he dreams of the perfect bridge. If he be a maker of books he dreams of the perfect book. If he be an executive he dreams of building a perfect organization—an organization wherein men, materials, machinery and methods are such that the institution renders the greatest possible service in the most efficient manner to the greatest satisfaction of the public and the most profit to the institution itself.

"A high ideal," says Edward Howard Griggs, "is the most practical thing in the world."

A high ideal is to a man what the sun is to the flower. It causes him to unfold. It causes the bud to burst into beauty.

The plant that we in our lordly way say has no soul, if buried under a mass of dirt and stones and sticks, will grope its way upward toward the light. Has the human soul less power—less wisdom than the plant? Has your soul less?

Have you a high practical ideal and are you traveling toward it? That is, are you doing work that suits you and serves others?

Your ideal should be one that will lead you forward to better the work you are doing in its quality and to increase its quantity.

If a salesman, are you selling each customer so that he becomes a better friend of your house after each sale, and are you constantly getting more customers of that kind?

If a manufacturer, are you bettering the quality of your product, increasing your output, increasing your sales at a profit—in other words, are you building a better, bigger, stronger, permanently more profitable business?

No matter what your work may be, no matter what business you may be engaged in, a vivid, clear-cut vision, idea or ideal of that business will lead you forward.

Make your desired standard perfection—a seemingly unattainable ideal—and reach it by reaching and passing attainable ideals. Let me illustrate my meaning in story form in the next paragraph.

*Those who bring sunshine into the lives of others cannot keep it from themselves.—Barrie.*

**S**EVERAL years ago I was sentenced to serve several months as a specialty salesman in Colorado.

With a friend by the name of Pease I found myself in Leadville during the last

*How We  
Mastered  
Massive*

weeks of June and the first weeks of July. Six miles away from the city loomed Mount Massive, 14,424 feet high, said to be the highest point in the state. It taunted us daily. We felt the sting. Finally we could stand it no longer and we determined to climb to the top of the hoary old peak and dance a jig on some bald spot.

"Don't attempt it at this season," said Leadvillites, "because it isn't safe to climb up there until August or September. Snow storms come now—well, you oughtn't to go."

The fact that it was more dangerous to go up at that time than it was later was about the finest reason in the world why two youngsters should go right then and there. Another good reason was that no one else did it at that time.

So, at four o'clock on the morning of the Fourth of July, we started off.

The six miles to the base was quickly reached.

We loafed along the base of the mountain, visited the fish-hatchery, picked little

luscious strawberries, and, on the whole, comported ourselves most gentlemanly and confidently.

All along that six mile walk we had seen the peak. It lured us on. We wondered when we would reach the summit. The fact that we would not reach it never entered our heads. The folks back at Leadville had told us that two tenderfeet couldn't do it.

We had to do it.

We planned to do it.

But at the base we lost sight of the peak. It no longer reached out and held our eyes. But we knew it existed. We had seen it for days. That it was now out of sight didn't mean anything to us. We knew that if we kept climbing upward we should see it again.

So we climbed.

Hour after hour we plodded on.

It was noon before we again saw the great massive peak. Then we rested and broiled a thick steak on the coals and ate it ashes and all.

I have eaten in guilded hotels and restaurants—the best in the biggest cities—I have known the best of mealtime service, but no meal has ever been better than that broiled steak and bread that Pease and I ate there in the sight of Massive's peak.

"Shall we go on?" asked Pease. I merely grinned. What else is there for youth to do but to go on?

The climb over masses of granite, around precipices where one might have dropped hundreds or thousands of feet, between rocks that looked as if they were ready to slide together and crush one—these things counted for little.

But the last long climb—that tried our souls.

Unless you have gone from the eastern low country and started in to conquer mountains you cannot understand how we felt up there eleven or twelve thousand feet above the sea. And then we had but started the hard work.

The top was our Seemingly Unattainable Ideal. To reach it in one long climb was impossible.

We made a game of it. A bit of granite would be chucked ahead a yard or two and then we would struggle toward it, dropping

down breathless when we reached it. We never permitted ourselves to fail to make the distance set. If it was but three feet, we made it. If we chucked the pebble six feet, we made that before we stopped. These were our Attainable Ideals. We left them behind, one by one.

The distances between Attainable Ideals narrowed until within a few hundred feet of the top. Then came new strength and the distance lengthened.

The last climb was made with a rush and we dropped exhausted on the great, cold, silent, granite summit.

We had reached the Seemingly Unattainable by reaching, one by one, the Attainable Ideals.

We had arrived. It was three o'clock.

"That was a tough climb," said Pease.

"Damn tough," I answered. A man surely may swear when he has climbed a mountain.

*A good workman is not known by the chips on his shoulder.—Brander Mathews.*

**T**HERE really was no excuse for it. It was early in the morning, far too early for such thoughts. Especially inexcusable was it because near the table stood a cabinet of fragile china, an expensive electric coffee percolator was immediately in front, while just above the table an arm of brass extended an electric bulb. All these might have been shattered by such conversation so early in the morning.

### Triangles

But with perfect recklessness, I said: "Speaking of triangles, which we aren't, do you know the names of the sides of the Triangle of Primitive Needs. You know the answer so I'll not pause for it. The three sides are named:

"Food,

"Raiment,

"Shelter.

"Give these to a man of the lower order of intelligence and he will be satisfied.

"The congregation agrees, does it not?

"Very well.

"Now what are the names of the three primary requisites for the person of high intelligence?

"How will it do if we sum up all the wants of persons of higher intelligence as these:

"Fame,

"Love,

"Fortune.

"The man who has Fortune will have what he needs to satisfy his physical wants; the man who has Love, whether it be the love of one person or the love of millions, will have a contented spirit because he will not have this love unless he has given much love; while the man who has Fame must have been a man of achievement—he must have done work worth while."

Then, just because we had put warm ideas into our heads, we had to put cold coffee into our stomachs. There are times when one actually hates that Law of Compensation.

*I think the best way of doing good to the poor is not making them easy in poverty, but leading, or driving them out of it.—Benjamin Franklin.*

**T**HE other day, probably because I had nothing else to do, I asked myself what was the greatest intellectual command ever given. I wanted to know what command had in it the words, the force, the power that best expressed intellectuality.

### The Two Great Commands

And I decided in my own mind that the greatest Intellectual Command ever penned or spoken is: "Let there be Light."

That is the cry of all created things. "More light—more light" are the words we speak in the night. Even the root in the earth sends its hands upward in supplication for light. It is a frenzied cry of love that goes up from the flower—the cry for more sun, for more light.

Ignorance, too, calls for light, even though light kills it, as light does—or may we say that Ignorance under the love of Light becomes Wisdom.

I do not know.

But I hold that the greatest intellectual command is: "Let there be Light."

And, as a friend and I were speaking of human development, of growth, of ideals—dreaming great dreams of still greater deeds—the thought came that the companion command is the greatest command ever issued by the emotions. And, to my way of thinking, the greatest Emotional Command ever penned or ever spoken, is:

"Love one other."

# The Elimination of Non-Essentials

By FRANK C. HANCOCK

**V**ERSATILITY is frequently a curse rather than a blessing. It is generally a hindrance rather than a help to the man possessing it.

This is an age of intense specilization. The man who does not specialize on some definite line of work, applying to this line of work every ounce of energy and ability stored in his composite, is the man who, if he does not automatically and involuntarily gravitate to the fold of irreclaimable failures, will, figuratively speaking, at least never emerge from the ranks of the hapless ones who hew the wood and draw the water.

The hoary adage that a Jack of all trades is a master of none, carries a note of grim tragedy to the man who does not heed it in these days of universally acute specialization.

These prefatory observations, doubtless as trite as they are true, should not be construed as "preaching." It would be useless to do anything so obviously futile and foolish.

We are intimately familiar with the manner of men to whom these well meant remarks are addressed. And in addressing intelligent men, we are quite aware that pleading, bolstered with logic and hard pan facts, is vastly more potential than "preaching," festooned and garnished with honeyed phrase and platitude.

So we want to talk to you frankly, man to man, on the vitally important subject of eliminating from your work everything that savors of non-essentials.

We first quote a meaty excerpt from a letter received by the writer of these words, from a young magazine editor—a live, keen, forceful young man whose gospel is the gospel of efficiency. Efficiency in his case means efficient specialization.

He says:

"'Why do most men fail?' asked the great Herbert Spencer. His answer is: Bad judgment.

"Here is a man with caliber. He might do big things. We will say he might succeed greatly as a salesman. He has the brains, the keenness of eye, the sales sense,

adaptability, force, knowledge of language, originality. To achieve much he needs do nothing but concentrate upon the line of work he has elected to follow, and keep his eye riveted on the ultimate purpose. To do this he must eliminate non-essentials.

"The great executive is the great eliminator. He first eliminates from the food and drink list those foods and drinks that are not necessary to nourish his body properly. He eliminates from his mental and moral food those things that are not necessary to nourish his mind and soul properly. If he does occasionally take into his body foods and drinks that are not good for his mind and body, he retains his health only by eliminating them properly and effectually.

"The successful worker is the successful eliminator. He brings to his big job—the job by which he knows he will win success—his best energies. Even when he wants to play—as all do on occasions—he acts as a judge and receives testimony from both sides. 'Shall I? or shall I not?' he asks himself. And upon the wisdom of his decisions in the *majority* of cases depends his success in his big game. He knows he has but two things to invest—time and energy. He has no more time than anyone else; all men are equal in that respect. In the strict sense, no man can 'come back;' he *can*—stay!"

The foregoing words are worth the earnest consideration of any man who desires success. They drive home a concrete fact that applies to each one individually. Big success will come to you only as you eliminate from your work everything not pertaining thereto. You are selling lamps let us say for example, not phonographs or gas engines. Therefore you are not interested in the phonograph and gas engine industry. But you *are* vitally interested in the lamp industry, and every salient fact connected with it. When you *think* lamps and *talk* lamps during business hours (and afterward if the occasion warrants!) you are simply adding a cumulative strength to your equipment as a lamp specialist.

Identically *vice versa* if you were making the sale of phonographs or gas engines your life work.

Many of you will doubtless recall that when the versatile Dr. Watson expressed great surprise and amusement because his room mate, Mr. Sherlock Holmes, didn't know a few things that most men know,

the astute sleuth replied: "I've purposely forgotten them. Why should I know them? They have absolutely no value to me."

Circumstances: The man of genius creates them, the man of talent uses them, the fool looks at them without seeing them.—*Charles Narrey.*

## To the Man Who Doesn't Advertise

By ORVILLE ALLEN

**T**O begin with, I'll admit that that man does not live in this progressive day—that is the man who doesn't advertise himself—or his business—at least by his own personality.

But this is directed to the business man who does not advertise his business as it should be advertised by present day advertising.

You'll run across a man in business almost every day who tells you that he does not advertise—that it is too expensive—doesn't pay. But that man is fooling himself. He does advertise in a personal way and he is paying a price for the advertising that he is not getting.

He's paying for advertising. He may think he is not and may think that his business does not need to be advertised. There isn't any question about his business needing advertising—all business does—and if it needs advertising and does not get it, he is paying for the advertising and a greater price than so much per agate line.

He is paying in time that he loses in turning his stock, in marketing his product, or selling his services—in the opportunities of business that are getting by—because he fails to tell his business story in a convincing way.

Time was—and not many years ago—when many businesses were run without telephones. But the man who runs a business today has his telephones and considers them a profitable investment, or pays for them in the business that is lost.

Advertising has been developed to keep pace with present day business methods—with present day distribution.

Before the advent of the steamship, the railroad, the trolley and the automobile to annihilate time and distance, almost everybody knew the man in business—that is all of those who were his possible customers—who did not advertise.

But with the advent of all modern, necessary conveniences—including advertising—making it as easy to trade one place as another, to get any one of many different products in the same line, to secure the services of one man the same as another—distance making no particular difference—the world made a long step forward.

And advertising has come to be the principal factor in this new state of business—as the compelling factor of business.

The man who advertises helps his business in two ways: He is taking advantage of the possibilities of more business and he is living up to the possibilities of better business.

Always and forever he is going forward—he is setting a new pace each day, week, month and year and using every ounce of his ability to live up to it.

Advertising makes him see his business problems with a clearer vision and he goes at them with a greater energy and enthusiasm.

And after his day's work he goes to the quiet of his home or for an evening of entertainment without the worry of where business is coming from for the next week, or month, or year. Advertising gives him faith and confidence in himself and his business, because it gives the public faith and confidence in him and his business.

The realities of today surpass the ideals of yesterday.—*Frothingham.*

# Everyday Business Sense

By JEROME P. FLEISHMAN

## Courtesy

HOW much we hear about courtesy these days. And how little we really see of it—in the treatment of customers that have been influenced to visit a store by that store's advertising, for instance.

Not so very long ago I was attracted by the advertising of a local retail men's furnishings store, and I went there to buy some of the advertised articles—shirts.

My! it was frigid in that store. The clerk who waited on me did so in a condescending way. He no more tried to make a sale than *you* would try to fly a mile in a toy aeroplane. The goods sold themselves, because they were really exceptional values. My change was literally thrown at me. There was no "Thank you; call again." Not much. The hired automaton behind the counter acted as if he were very weary. I guess he was. It is much harder to loaf on one's job than to really work.

A few days after that I visited another store, not a block away from the former, with the intention of purchasing a necktie. The young man who waited on me smiled a welcome. While I was inspecting several little boxes of ties, which he obligingly spread on the showcase before me, he passed a pleasant word or two about the weather. His whole manner was of the sales-producing kind. Wouldn't I like to see something in scarfpins, or shirts, or collars, or sox? No, I didn't *want* anything in that line, thank you. But all the same, I bought four dollars' worth of supplies from that young man before leaving the store. *Courtesy* did it.

Which of the two establishments would you patronize in future? I can guess without calling in Sherlock Holmes. Supposing, just for supposing's sake, that, in the course of a year, five hundred visitors to that store are impressed by that salesman as I was impressed. And supposing they favor that store with their purchases for only one year. If each spends \$20 annually in that store—and that is a conservative estimate—that means ten thousand dollars' worth

of business. Built up through *Courtesy*!

Yes, Mr. Merchant—whether you use fifty lines of newspaper space a year or fifty thousand—your advertising, if honest and well written, will attract trade. But it is up to you and your sales force to *build* upon the solid foundation created by advertising. And *Courtesy* is a builder of business.

## The Power of Belief

*"Back of the Packard is a powerful optimism—belief in things; belief that things are good; belief that things can be made good; belief in ourselves, and belief in our business."*

*"In the very beginning we felt that we were in a good business with a good future ahead of it. We believed that we were competent; we believed in one another; we believed in the car we built, and we believed in our ability to perpetuate the goodness of that car and our belief in it."*

In an address before a convention of Packard dealers recently, Mr. Sidney D. Waldon, vice-president of the Packard Motor Car Company, delivered himself of the above:

And, say—isn't it just bully?

Do you wonder, after reading it, that the Packard people have been successful—that every man who knows anything at all about automobiles knows that the Packard is a *good* automobile?

Goodness me!—if every Packard salesman has been imbued with the spirit of Mr. Waldon's idea of business, what a selling organization those people must have!

You, Mr. Salesman, whether you are selling matches or mattresses, soaps or silks, tacks or typewriters—have you a belief like that in the product of *your* house?

If you have, you are a good salesman.

You've simply *got* to be, with a faith like that to back you up.

A faith like that is written all over a man's face; it weaves itself into his selling argument until it can be *felt* consciously by the prospective customer; it breaks down the wall of doubt that may exist between the representative of a firm and the buyer



whom he is trying to influence; it is a tangible, marketable asset that no amount of glib talk or sturdy persuasion can equal in power.

Do you feel that *you* are in a good business? Do you see a future ahead of that business? Do you believe in your employer—in his product—in his ability to perpetuate the goodness of that product?

If not, play quits. Get into some other business. Handle the product of a house in which you can *believe*. Believe in yourself. Believe in your goods. Believe in the honesty of those goods. Believe they are as good as the same money and brains can produce *anywhere*—or maybe *better*.

And if you are filled with that kind of belief, you will make good big.

## For Him Who Dares

By MILTON BEJACH

**T**HERE is nothing in the world that cannot be had by the man who is big enough, daring enough, optimistic enough to want it and to go after it hard enough.

Not a single achievement, nothing has been done that cannot be done again and perhaps better the second time than it was the first. Every success can be repeated by the man who wants to repeat it and works hard enough for it. In the working for it lies the rub. The reason for our failures lies in this; we have not worked hard enough.

Faith, daring, and hard work have conquered every element, the land, the water and the air, have done the things men said were impossible and that men were not intended to do.

Our Wanamakers, Hills, Edisons, Wrights, Fields, Curtises, and Bells had the faith and daring and backed it up with work.

Napoleon's faith and daring conquered Europe and moved mountains. When the Alps were in his way he said, "There shall be no Alps," and he passed them successfully to the surprise of his enemies.

At fifteen, Cyrus W. Field began his commercial career. He had the faith and the daring and the constitution that thrives on hard work. At thirty-four he retired from business with a fortune. Then, after reverses, failure, and the exhaustion of his own resources, he drew on the treasures of two nations. With the world of science advising against his plans, he accomplished the laying of the Atlantic cable.

What was this but faith, daring, and hard work?

What made Edison the wizard of the twentieth century but faith, hard work, and daring?

How else did Jim Hill succeed until today he wields the power of an emperor?

Who but the Wrights, Curtis, Bleriot and Santos-Dumont would have persisted in their madness of attempting to fly, and then, when men said it was an impossible thing, maneuvered their craft in the air better than many sailors handle their boats in a more stable element.

From the time Pharaoh built the pyramids, down through the ages until the now, the daring, faithful, hard workers have won. Moses led the children of Israel for forty years, Cæsar conquered the world, Columbus discovered a continent, Franklin chained the lightning, Bell harnessed it to man's voice, Edison made it his slave; the Wright brothers tamed the air, all with faith, daring, and hard work.

And now who is there to say we shall not some time, with sufficient faith, daring, and hard work achieve our purposes?

Men there have been who were almost in sight of their goal, but who at the crucial moments lost the qualities that make for success.

"Grapple to your soul as with hoops of steel the friends thou hast," said Hamlet, and he might have added:

But above all things never lose your faith in yourself, your optimism, your willingness to take chances, to dare and to work hard toward a definite end.

One forgives everything in him who forgives himself nothing.—*Chinese*.

# Wanted—A Solution

By JOHN E. MORRIS

**T**HE situation: On one side is the merchant, buyer, manager, superintendent, or other officer who has from five to fifty callers a day, whose sole purpose is to extract money in return for gratitude, ideas, services, and merchandise.

On the other side are the self-appointed or committee-appointed solicitors for all kinds of charities, local, state, and national. Together with these are representatives of all kinds and sizes of firms, companies and corporations with everything to sell from books, education, insurance and patents, to stocks, bonds and securities.

Here is a problem: The business man has his living to make, his trade to increase, and his dividends to pay. He needs his time and money. He also needs good will, new goods and progressive ideas.

The salesman—by whatever name, whether drummer, traveling man, agent, representative, demonstrator, developer, promoter, or broker—must also make his living. He has something to sell. He is urged on by self-interest and by pathetic, encouraging, or fiery letters from pushing sales-managers.

Sometimes prizes are offered for extra sales or orders within a given time. He bends every effort to get interviews with prospective customers and he gets them—sometimes by nerve, trickery, or bribery.

They meet—the salesman outwardly pleasant, confident, or pompous; the buyer sometimes pleasant, but oftener suspicious, sullen, bored, short, and occasionally insulting.

These conditions are not right. There will always be givers and buyers. There will always be more askers and sellers. Some method of getting these people together properly, so as to eliminate the present loss of time and money is necessary.

Even from a moral point of view it is needful. The exasperated feelings of the business man, who with a hundred things to do, has his time taken by a dozen or more salesmen can hardly be expressed on paper.

The traveling man who has called at considerable sacrifice of time, money, and convenience feels that he ought to have a fair chance to present his proposition. Yet if this were granted to all, it would result in still greater loss of time and money, for the buyer could do nothing but listen, and the seller would spend too much time in talking.

It is not for me to suggest a solution of the problem. Perhaps the business geniuses of the future may work it out. But if both sides were to display tact, honesty, kindness, and sense, there would be some mitigation of the evil. The buyer should know his business and be able to know which of the salesmen has what he wants to consider. He should state his position frankly, clearly and firmly so that the salesman understands.

Many a salesman "hangs on" because of the indefiniteness of the buyer and many times he "hangs on" because he does not properly sense the situation.

What makes the salesman mad is to be ignored by a boor of a buyer. Next to this is to be frostbitten by a buyer who sits on high and listens with stony indifference.

What makes the salesman smile is to have the "extremely busy man" say before he knows what is offered, "Oh, I am too busy today. I can't give you a minute's time." This statement rarely disconcerts a true salesman. It gives him a chance to spar and he is generally successful. The "extremely busy man" listens to the proposition and then starts to talk about himself and wastes more time than would satisfy a dozen salesmen.

One salesman called on a busy grouch for information. "No time today, sir. Too busy. Look at that pile of letters." The salesman applied character analysis to Mr. Grouch, found his weak point or hobby, got him started on it. He took "no note of time," invited the salesman to lunch, told him everything, and wasted four hours of the valuable time of both.

If salesmen would boil their propositions down to marvels of clearness and conciseness; if they would be gentlemen and know

when to quit; and if buyers would meet salesmen in a prompt and businesslike way and state kindly, honestly, and definitely their position, much time, money, and temper would be saved.

Sometimes the manager of a big store is a mere clerk. Half a dozen salesmen may wait several hours on him while he is waiting on customers whom his clerks should take care of.

Salesmen are necessary to modern business. They have rights. They bring new ideas and new goods. Any buyer can learn from them.

There ought to be some one in every business establishment whose business it is to give salesmen a prompt and intelligent hearing.

## Don't Fight Progress

By Frank D. Blake

An Apt Illustration From Real Life

**A** CERTAIN school officer would never consent to a change of text books, because he believed there was no such thing as improvement in the art of school book making.

He is a general merchant, also, and conducts his business about the same as he administers school affairs.

He never could convince himself, nor could he be convinced, that business methods are subject to improvement.

Hustling for trade is distasteful to him. He is pessimistic. He thinks business should come to him—as it used to do.

His business does not grow—his store shows it. People go there only as a matter of necessity.

Having no faith in progress, he doesn't progress.

Now this should not be taken to mean that all new things proposed should be adopted—

But there is a lot of good seed among the chaff and it pays the business man to keep a weather eye on the straw stack.

The willingness to study and apply new methods of merit goes a long way toward business success, because the "world do move," regardless of what we may think about it.

Fighting progress is like swimming up stream, it can be done—BUT?

Every seed brings forth after its kind. Mistrust begets mistrust, jealousy begets jealousy, hatred begets hatred, and confidence begets confidence, kindness begets kindness, love begets love.—*A. W. Zimmerman.*

## Are You Educated?

By MARON WATSON

**A** PROFESSOR in the University of Chicago has some ideas of his own about education, apparently. And just to get them before his students in a form they might possibly remember, he drafted the following questions:

Has education given you sympathy with all good causes and made you espouse them?

Has it made you public-spirited?

Has it made you a brother to the weak?

Have you learned how to make friends and keep them?

Do you know what it is to be a friend yourself?

Can you look an honest man or a pure woman straight in the eye?

Do you see anything to love in a little child?

Will a lonely dog follow you in the street?

Can you be high-minded and happy in the meanest drudgeries of life?

Do you think washing dishes and hoeing corn just as compatible with high thinking as piano playing or golf?

Are you good for anything yourself?

Can you be happy alone?

Can you look out on the world and see anything except dollars and cents?

Can you look into a mud puddle by the wayside and see a clear sky?

Can you see anything in the puddle but mud?

What is your own answer to these questions, brother? Or sister?

# The Tantalus

By FRED G. KAESMANN

**I**N *Current Literature* for January, 1911, we find an article entitled "Shepard, The Tantalus of American Politics." We read it, and find various reasons given why for him political plums are near and yet so far. However, upon a moment's reflection we decide to let New Yorkers attend to their own political affairs. Of course, we could tell just why Shepard has never been able to arrive—anybody could—but what's the use? To be frank, it is not Shepard that interests us—it is Tantalus. Tantalus, *Current Literature* describes as follows:

"You remember Tantalus, of course. He was the unfortunate king of ancient days who was decreed by the Gods to everlasting punishment in Hades. He was immersed up to his neck in water which ever receded from his lips as he sought to quench his thirst, and above him hung enticing fruit which ever eluded his hands as he sought to pluck it."

Perhaps you, too, know a Tantalus. There are thousands of him around—hundreds of thousands. Yet many of them, very many, are in the position of this king through faults of their own. Naturally, they do not realize that the fault is their own, yet, nevertheless, it is—and this little article is supposed to throw a little light upon how to get out of the class.

They needed a new overseer in the big weaving room of the G. M. The position was one of the plums of the big manufacturing city of the East. One man felt sure it would be given to him, and had mechanical ability, and had nothing but mechanical ability been considered, the position would have been his. For years this man had studied and studied looms. There was hardly a defect he could not locate instantaneously. If the loom did this, he knew that it was caused by that's being out of order. If this imperfection showed in the cloth, he knew that it was caused by a combination of ailments in the loom. As a loom-fixer he was the expert par excellence. None other approached him in skill. All, in fact, conceded his ability—and all expected to see him appointed to the position. How-

ever, when the appointment was announced, not this expert, but another, was the chosen one. He left his work that night a broken man, satisfied that in this world there is no such thing as justice.

Here is the agent's side of the story: "As a mechanic, M. A. is in a class by himself. I wish the man appointed had one-half his ability. However, M. A. has absolutely no other qualification. He can hardly write, does not appreciate the value of figures, in fact is densely ignorant upon all subjects except looms. We simply could not appoint him if we wished to have a man who could command the respect of the weavers, so we appointed C., a man not so strong, as a mechanic, but much stronger in many other respects."

The D. Mfg. Co. needed a new chief accountant. Again we find the one man having superlative skill in the required branch present, for young W. was really a phenomenon in the accounting line. Furthermore, he was of an agreeable presence—and popular. It seemed as if he would fill the bill acceptably, and his appointment was conceded by all his fellow clerks. This, though, is exactly what did not happen. W. was *not* appointed. Today, it is pleasant to relate, he holds a splendid position with another company.

W., it seems, knew something of real success-winning methods. Therefore, when he learned of his failure to be appointed, he resigned. Then he asked for an explanation in a pleasant way, and was told as follows:

"We grant your ability as an accountant. We grant that you had every other qualification of an executive, so far as could be pre-determined, but Mr. A., the manager, at various times saw you standing in a doorway on Main street. This offended him, for he claims that only men of bad character ever descend to this. Why, indeed, should any man stand in a doorway on Main street, if not for the purpose of ogling women?"

W. offered no defense. He simply said, "Thank you," and departed. The mistake, in this case, was with the manager,

for W. stood in the doorway of his *boarding* place. Where else should he stand—if he would step out of doors? There is a lesson in this for the ambitious, for, plainly, *appearances* count.

Both of these men saw the water rise to their very lips. Both were almost within reach of the luscious fruit which is so dear to determined men who would succeed. Tantalizingly the prizes hung before them—were conceded to them. Yet they went to others. In the one case the fault lay with the man himself. Fate, or shall we say, human fallibility, decreed in the other. Where there are thousands of failures due to the former, only the occasional interferes as in the latter. Can these failures be avoided? The answer must be, "Yes, in a great many cases these failures can be avoided."

Evidently, the men who would achieve big success must not only be specialists in their chosen vocations, but very strong in many other respects. They must, first of all, have a reasonable education in the three R's. Then they must be in touch with events of the day, that they may give a rea-

sonable appearance of intelligence when in discourse with men who can make or break them. They must always be of good character, and must avoid even appearance of being the reverse, and they should learn to project their personalities into what they do.

The star mechanic who can at all times present an appearance of force will every time be selected over the star mechanic whose other strong qualification is a meek spirit. There may be food for reflection in this, but as the world is constituted today, men who would occupy positions of command must indicate by appearance that they are commanders.

Perhaps, at this very moment, some luscious fruit dangles before you. You have your eye on an important position which you would like to fill—and you feel that it is almost in your grasp.

Well, then, friend, weigh yourself and your accomplishments at once. Do you measure up to all the requirements? Is there not some one weak spot? If not, good. You will never be known as a Tantalus.

## Opportunity

In youth, I loved a maiden fair to see;  
A nymph with azure eyes and golden hair.  
A love-lorn swain, I waited everywhere  
To meet her; fairest Opportunity.  
Impatient, I set out to see where she  
Could be. And up and down life's thoroughfare  
I searched. In vain! And given to despair  
I cried, "The hand of Fate is cruel to me!"

Fatigued, I bought an apple-woman's ware;  
(A wrinkled, withered witch, with scraggy hair).  
I touched her hand. A miracle, I swear!  
The hag had flown! There stood my precious prize  
In an orchard rich with fruit! My sightless eyes  
For years were blind to all but her disguise.

—John A. McCollum, Jr.



## The PHILOSOPHER AMONG HIS BOOKS

*What is the good of prescribing to art the roads that it must follow?*

*To do so is to doubt art, which develops normally according to the laws of Nature, and must be exclusively occupied in responding to human needs. Art has always shown itself faithful to Nature, and has marched with social progress. The ideal of beauty can not perish in a healthy society; we must then give liberty to art, and leave her to herself. Have confidence in her; she will reach her end, and if she strays from the way she will soon reach it again; society itself will be the guide. No single artist, not Shakespeare himself, can prescribe to art her roads and aims.—Dostoieffski.*

**THE CHINESE**—By John Stuart Thomson. *The Bobbs-Merrill Company, Indianapolis.*

First it was Japanese aggression in China's eastern provinces. Now, in 1911, Russia disturbs the diplomats by sending a note to the Powers that she intends, without submission to arbitration, to make a military demonstration against Sungaria, the far western territory of China, and reoccupy, as from 1871 to 1881, trade routes and frontier cities like Kuldja and Kobdo. This book with its illuminating maps, makes clear these constantly shifting questions in this distant field where America is taking up more and more a mission of world-altruism for the protection of dormant China, in accordance with the American policy announced by Secretary John Hay in 1899 and Secretary P. C. Knox in 1910. Mr. Thomson prophesies that the American policy will eventually draw all the American fleet to Pacific waters. Mr. Thomson says that the modern Chinese feel that the American people encourage them always with the words: "Awake; be a new man, and preserve your sacred ancient territory for your own growth." He thinks that Russia aims not as much at further privileges in western China as in rich Manchuria, for the 1881 treaty now expiring covers Manchurian privileges as well.

**THE PROFESSOR'S MYSTERY**—By Wells Hastings and Brian Hooker. *Bobbs-Merrill Company, Indianapolis.*

The authors are two young Yale men who have collaborated on this novel. Mr. Hooker is already known as the author of *The Right Man*, a popular story of 1908. He is now an instructor in English in his Alma Mater.

Mr. Hastings was born in New Haven in 1878 and is two years older than his fellow workman. In the course of a boyhood largely

devoted as side issues to collecting turtles and various non-poisonous snakes and in the culture, training and matching of game chickens, he completed the usual school courses. From St. Paul's School, Concord, he went to Yale, where he took an active part in college journalism. He was chairman of the 1902 Record Board, and contributed various verses, essays and stories to the *Yale Literary Magazine*. Three days after graduation he was married and in the fall of the same year he sailed, intending to take post-graduate work in English at one of the German universities. But he stopped at Paris, on the way, and got no farther. Paris has universities of its own. He stayed there about a year and has been back twice since, living on the pleasant "left bank" and finding his friends mostly among American artists and architects. For a short time he was connected with *Hampton's* in an editorial capacity. His short stories have appeared in a number of leading magazines. Mr. Hastings is a director in four manufacturing companies: the Phoenix Cap Company, the Metallic Decorating Company, the Phoenix Cork Company, all of New York, and the Hampshire Paper Company, of South Hadley Falls, Mass.

**THE IMPRUDENCE OF PRUE**—By Sophie Fisher. Illustrated by Herman Pfeifer. *12mo, cloth, \$1.25 net. The Bobbs-Merrill Company, Indianapolis.*

This is the sort of story you like from the title to the last word. It is sheer entertainment in fullest measure. Its heroine is a wholly delicious creature whose gayety, wit, beauty and love of adventure animate every page. Prue is a compound of all the charms and graces that literary history has associated with the young lady of two centuries ago. All the essential virtues of a delightful story—interesting char-

acters, an absorbing plot, skilled workmanship and grace of style are here. Prue, of noble birth, and at sixteen a penniless widow, entering the pages of the story at twenty-one, captivates the reader from the moment of her first appearance. Her sweetness, her recklessness, her cleverness of resource, her nimble tongue are un-failing. Her need for money, her unconscious yearning for love, and her incessant delight in daring episodes more than justify the title, which, indeed, might literally appear in plural, for Prue is guilty of many imprudences. It stands, however, very well, for her prime achievement, which is nothing less than secret marriage with a highwayman confined in Newgate prison, whence he is to be taken for the hangman's rope within a week. The story is first of all, however, a story, with no long descriptions; instead mere touches of color here and there, so that the action is at no point weighed down either by scenery or historic fact.

The dialogue is unusually natural, and as much of it is spoken by Prue's clever tongue, it is very diverting. Here is a real prize in light romance. The story is a fling, a lark, it is packed full of surprises, it is dainty and charming and zestful. One lays it down with a feeling of enthusiasm for its new author.

**THE STEERING WHEEL**—By *Robert Alexander Wasson*. The Bobbs-Merrill Company, Indianapolis.

A hobo's life is an exciting one, according to this author, full of variety and the unexpected. He tried it on several occasions and should know. Once upon a time he was beating it back from the coast to his home in Delphi, Indiana, and found himself in Council Bluffs.

"I had to leave on a cattle train riding on the cowcatcher," he says. "I had once ridden inside a cowcatcher, but it had not been so chilly, and I was glad enough to get back to an empty at the first stop. I rode that train in the face of much earnest opposition all the way to Chicago, arriving locked up in a car laden with hogs. I had ridden rods until I fell asleep, had ridden the deck until my marrow began to congeal, and had then climbed into the hayrick of a cattle car filled with pork on the hoof. I did not care to be pinched in Chicago, and so had to wait half an hour until a man with the right kind of a face came along, and him I induced to open the car. When I reached my sister's home the hired girl refused to admit me, but, during the argument which ensued, the family was awakened and I was given a welcome. That is one remarkable thing about the family. Aside from myself, it has always been respectable, but I have usually received the heartiest welcome. It is a good bet that the lost sheep wasn't as easy a mark as most people suppose."

"Interest is the greatest word in education."  
—*Horne*.

What an organism is depends on what it does; its activities make it.—*Drummond*.

## Philosophy of Hard Knocks

This world is rife  
With stern cold strife—  
One seething, breathing stew;  
The quarrel and grudge  
Makes lawyer, judge,  
Police—and preacher, too.  
Reform partakes  
Of countless fakes  
In politics and pew—  
It's what goes wrong  
That makes us strong  
And gives us work to do.

The man who eats  
In double heats,  
The man who drinks for two;  
The man who loans  
His hard saved bones,  
To whom strange stocks ring true;  
The man who sleeps  
While th' other reaps;—  
I've words, alas, too few—  
It's what goes wrong  
That makes us strong  
And gives us work to do.

The bride who cooks  
From sundry books,—  
If what folks say's not false;  
The girl who stays  
At home and plays  
A Chopin-Chowder waltz;  
The ship that sank,  
The busted bank,  
The gold brick's mellow hue;—  
It's what goes wrong  
That makes us strong  
And gives us work to do.

The storm that thrills,  
The frost that kills,  
The drought that licks the lake;  
The winds that blow,  
The ice, the snow,  
The tidal-wave and quake;—  
All these and more  
Deplete the store  
And keen-edged troubles strew—  
It's what goes wrong  
That makes us strong  
And gives us work to do.

When one's gone dead,—  
Stone's at his head  
For what he'd oughter done,—  
The world still grins  
And means and sins  
And shames moon, stars and sun.  
Yet there's a use  
For sword and noose;  
For famine, plague and shrew—  
It's what goes wrong  
That makes us strong  
And gives us work to do.

If you will not hear reason she'll surely rap  
your knuckles.—*Benjamin Franklin*.



# How and Why a Disciple of Attrition Wins Success : by Fred G. Kæssmann

**A** KINDLY correspondent writes as follows:

"I have a purpose—outgrowth of forty years of evolution—*Attrition*."

So he is a disciple of attrition—and are you? Your answer will reveal much.

Dozens of pictures float before my mind as I measure friends and acquaintances by this doctrine or creed. Surprising it is, too, how all readily measure up strongly on one side or the other. Rarely do we find a person who is, as they say, "so-so." It seems as if, with very rare exception, a man is a disciple of attrition—or he is not.

Of course, we find few men who have ever thought to look upon a policy of life in this light. It is unusual to say the least. Still, there is much to consider, and really it has a great bearing upon the nature and the extent of the success.

In times gone by, when one affected the arts, a policy of attrition was of less moment, but in these days when the commercial is the life, why, one finds an entirely different aspect of the thing.

## Rub Elbows and Take a Chance

What, you say, is this thing, attrition? Well, in short, it seems to resolve itself into a great willingness to rub elbows with the world—and to take a chance. Yes, sir, that's it—to take a chance—and to rub elbows with the world. Always, too, it seems as if the more you rubbed elbows with your fellows, the greater were your chances for winning a satisfactory success.

As they float before my mind, those whom I weigh, I can see this plainly. There is no question about it at all.

There's A—he rubs elbows with the world—is a good "mixer." He certainly has a goodly pile.

Then there's B—director in the First National, president of the Consolidated Manufacturing Company, part owner of the local baseball team, and what not—is he not a good rubber of elbows—a good disciple of attrition—a man who is quoted a success? So on down the line.

Where you find worth-while, success—you find men who are willing to take a chance—and to rub elbows with their fellows.

On the other hand, there is C. Now, many men envy C. C has a really nice position with the Pemlington Manufacturing Company. He is head bookkeeper or something of the kind. His salary is the envy of more than one man, yet, C, somehow or other, does not seem to measure up. To be sure, a good bookkeeper is a jewel, a fact of which few men are better aware than the writer, but—the backbone—the virility is inclined to be lacking. One finds no ginger—no life—no dash—just a sort of hothouse plant—protected by the mixers—by the rubbers of elbows—who fight with the world—that C may draw his \$2,000 a year.

It is a pleasant life, yes—but—red blood—red blood coursing madly, hotly, feverishly through veins bent upon victory or death—such red blood is never of these men.

Compensation—ah, indeed, compensation. Everything has its compensations. Mayhap C prefers the quiet, the sureness, the sweetness and light of the office rather than the fierce, fiery field of mercantile battles. It is safe to say that he does. But what does he miss? Does he ever feel the glow which comes to the man who has just won a hard-fought selling battle? Does he ever feel the elation that comes to the man out on the firing line who has just landed a fine order because of untiring walking over long miles, an order which would surely have gone to a rival if he had waited until the "swell rig and only rig" of the livery stable at the junction had come in?

No, C never feels these things. His is the life serene. In all directions is he safeguarded, and if fairly accurate in his work, his sorrows are few indeed—and his trials—why, they are few, too.

As for the disciple of attrition, what cares he for serenity? What cares he, I say, for the sweetness and quiet of the

office? "Give me life," he demands with every fibre of his being. "Give me the strenuous endeavor, the matching of brain against brain, the measuring of brawn against brawn." Out for rubbing elbows, is this knight of the age, what though, occasionally abrasion occurs that draws blood.

#### The Opening and the Man to Fill It

Every man to his bent, you say?

Yes, yes.

Granted.

Someone must do this, someone must do that, even though the something be only the digging of ditches.

Still, why not, even so, be a discipline of attrition?

Listen, today you may be a ditch-digger for D, tomorrow D may die. He has no sons, no near relatives; he leaves none behind who will, in direct succession to himself, take up the work. Now, you could be his successor—if a disciple of attrition. You could then go out and fight for the business. You need not then wait for some other to take up the work, and to reap the great benefit, while you, who might be the one, continue to dig, dig, dig, for, perhaps, a mere pittance.

Do you not see what opportunities you must miss because not a better rubber of elbows, because not stronger on friction with the world?

Over and over again has the same thing happened to men in offices, men of good brain, men of good breeding, men of good education. The light of the business has gone out over night. There was none left to keep the light going—none of the same family—so the business closed up. The star bookkeeper as a consequence tramped the streets in an effort to find a suitable clerking or bookkeeping job, whereas, had he been more of a mixer, more willing to rub elbows with men, readier to learn more of the business other than the accounting end, he might have stepped into a veritable gold mine. What happened to these men can happen to any man.

After all, it is just an urge that can be cultivated. With it comes courage and confidence, two splendid virtues, two reliable standbys under any and all conditions.

The man who fears not his neighbors and his fellows never fears for the almighty dollar. He knows that he can turn his nerve, his personality, to account here and account there.

He knows that everywhere men demand men of nerve, men who have "sand," men who are willing to buffet with the masses, from the great to the insignificant. Therefore, to him comes seldom, if ever, the spectre of loss of employment, and he derives a pleasure from life which only such men feel.

Come on, brother. Get on the band wagon.

Up with your nerve.

Mix—er—up.

That's the boy. Great fun, eh? Well, I should say so.

Attrition for ours.

Friction, what is friction? Why, it is just keeping the blade from getting rusty—that's all. Bright and shining—that's our game—the great game—the game of life.

All up for the men who dare. All up for courage and confidence. All up for the men who win, whose nerve we can see, even though the men be thousands of miles away. We see the vision, we admire the man. Hearts beat warmly for them—and the grip is warm.

Such are our feelings for the disciples of attrition.

### Transition!

By W. A. Mackenzie, M. D.

Ah, Death! Thy music rattle of the mouldring bones;

Thy smiting scepter tinged with blood just now run red;

Thy cruel harbinger, the wail of heart-wrung moans

Of those dear ones who would have gladly gone instead.

Yet Death—thou still art kind, tho' thou dissembleth well,

The weary, earth-worn victim of thy grim behest,

But steps beyond the mortal prison bars and meets  
Eternal sweetness of Unlimitation's Test.

It makes considerable difference whether a man talks bigger than he is, or is bigger than he talks.—*Patrick Flynn.*

# Helpful Hints for the Student of The Business Philosopher

(JUNE, 1911 ISSUE)

1. How many articles in this issue can you apply to your business?
2. How many articles in this issue can you apply to your own work?
3. What article of them all has been the greatest inspiration to you?
4. Which one has been of the greatest practical value? How?
5. How many practical suggestions for the improvement of your firm's service to the public can you get from this issue?
6. What practical suggestions for man-building do you get from this issue?
7. What one thought in this issue has made the deepest impression on your mind, and why?
8. Give three or more thoughts selected from this issue which you believe will be conducive to self-improvement, and therefore Efficiency Development, and which you have committed to memory.

## Specific Questions on Certain Articles

### On the Front Porch—Page 307

1. Have you read Benjamin Franklin's Biography?
2. What are the ways of genius described in this Talk?
3. Point out two similarities between study and eating.
4. Have you any suggestions for the "five-inch library?"
5. What is the method of analytical reading?
6. Have you applied it to any article in this magazine? With what results?

### Completion of Law of the Three Threes—Page 313

1. What are the three threes of physical well-being?

### The Triumph of Failure— Page 319

1. Name some of the advantages of so-called failure.

### On the Way to Broad Life Areas—Page 321

1. What is the first requisite in starting a career?

2. What kind of men should be sought for counsel?

### George Westinghouse—Industrial Seer—Page 323

1. Name some of the business building qualifications of Mr. Westinghouse.

### Building a Retail Business— Page 335

1. Give, in your own words, some of the practical suggestions of Mr. Brown.

### The Questions of Socratic— Page 349

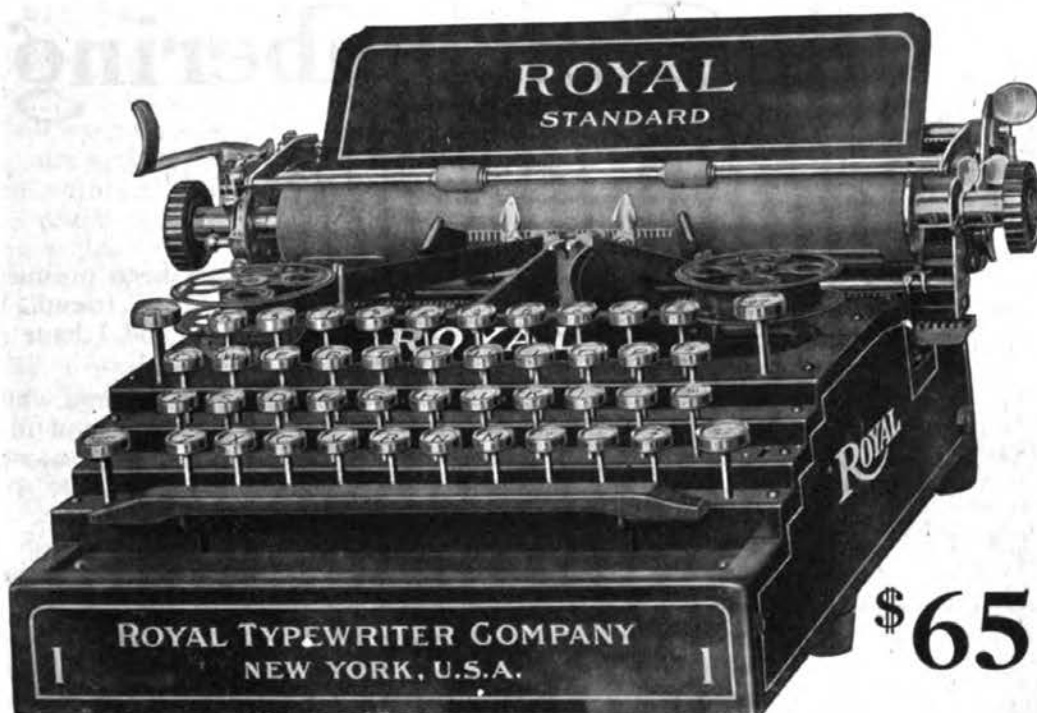
1. What is the point Mr. Newcomb seeks to bring out in the first story?

### Everyday Business Sense— Page 360

1. Give an illustration of the power of courtesy in your own work.

Give a three-minute talk on the value of the contents of the magazine to you.

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SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# About Remembering

by Elbert Hubbard



Without his notes he is helpless



The lessons you learn are not unless you retain them by memory



He never misses a face

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



OR some long time I have been promising myself to write up my good friend, Mr. Henry Dickson of Chicago, and I have not forgotten.

¶ Mr. Dickson is teaching a Science or System, whichever you choose to call it, which I believe is of more importance than the entire curriculum of your modern college.

MR. DICKSON teaches Memory.

Good Memory is necessary to all achievement.

¶ I know a man who is fifty-five years old. He is a student. He is a graduate of three colleges, and he carries more letters after his name than I care to mention. But this man is neither bright, witty, clever, interesting, learned nor profound.

He's a dunce.

And the reason is that he CAN NOT REMEMBER. Without his notes and his reference literature, he is helpless.

This man openly confesses that he can not memorize a date or a line of poetry, and retain it for twenty-four hours. His mind is a sieve through which sinks to nowhere the stuff that he pours in at the top.



EDUCATION is only what you remember. The lessons that you study into the night and babble about the next day in class are not, unless you retain them and assimilate them by the slower process of memory. You can not gulp and discharge your facts and hope that they will do you good. Memory only makes them valuable.

EVERY little while in business I come across a man who has a memory, a TRAINED MEMORY, and he is a joy to my soul.

He can tell you when, where, why, how much, what for, in what year, and what the paper said the next morning.

## THE BUSINESS PHILOSOPHER

Like this man is another, the general manager of a great corporation in a Western City. He never misses a face. If he sees you once that's enough. The next time he'll call you by name, inquire about the folks at home, and ask if you have recovered from that touch of rheumatism.

He told me how he did it. He told me that he studied memory-training with Professor Dickson of Chicago. Also, he said a lot of nice things about Professor Dickson, that I hesitate to write down here lest my good friend Dickson object.



**THIS** Dickson System of Memory-Training, as I understand it, and I do understand it, is very simple. If you want to enlarge your arm to increase the power and strength of your muscle, you exercise it. The same with your mind.

You must put your brain through a few easy exercises regularly to discover its capacity. You will be surprised, when you go about it the right way, to know how quickly it responds to you.

To the man or woman whose memory plays you tricks, I especially recommend that you write to Professor Dickson to send you his literature. It will cost you nothing, and if his credentials and recommendations and the facts he sets forth, do not convince you, you are not to be convinced—that's all.

You do not know when you will be called to stand on your feet and tell what you know; then and there a trained memory would help you.



**YOU'VE** sympathized with the little girl who stuttered her "piece." But you've wept for the strong man who stammered and sucked air and gurgled ice-water and forgot, and sat down in the kindly silence. In the child it was embarrassment, but in the adult it was a bad memory.

¶ Professor Dickson's System can give you a **BETTER MEMORY** because it is based upon right principles.



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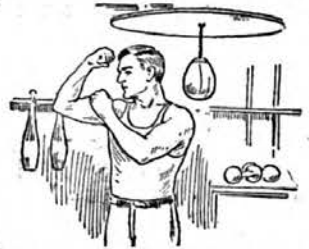
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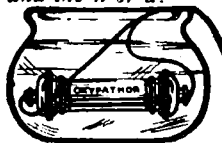
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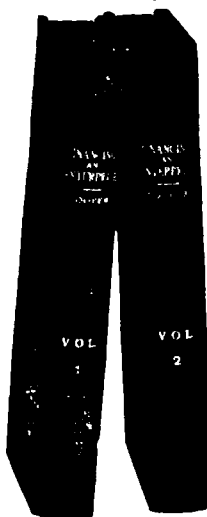
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"Consider brochures of real value to me and worth many more times the price asked."—L. C. KELLOGG, Seattle, Wash.

"After carefully reading, I want to state that, if I could have had the information contained in 'How \$250 Can Raise \$200,000' I would have been saved several hundred dollars, much valuable time and been spared much humiliation. The idea is right. I paid hard cash and harder experience in proving it."—E. D. CRIBBS, Highland Park, Ill.

"'How \$250 May Raise \$200,000' is the best article I ever remember seeing emanate from your establishment and 'HITS THE NAIL SQUARELY ON THE HEAD.' I have succeeded at last in promoting my mine, but could have saved about three years of the time out of the four it has taken, if the proper course had been pursued from the first, as laid down. The course finally pursued followed closely along lines laid down now by you, save differing in details. The method was very much the same."

"I think the very logical and convincing argument set forth in 'How \$250 May Raise \$200,000' would wake up a mummy one thousand years old, for EVERY WORD IS ABSOLUTELY TRUE."

Very truly yours,

MARK E. DAVIS, Oakland, Cal.

"I was very much interested in 'How \$250 May Raise \$200,000,' for the reason that it appears to hit the situation exactly. I have read nearly all your issues for the past two years, and much of your printed literature, but never saw anything that covers the situation so completely as does this article."—J. T. RYAN, American Tire Armor Co., 816 Pacific Building, San Francisco, Cal.

"The Business Development Company of America is the publisher of five little books which are the most unique and interesting publications in their way that *The American Banker* has ever had the pleasure of receiving \* \* \* they contain a vast amount of information that will be of value to bankers, promoters and business men who are interested in building up their business."

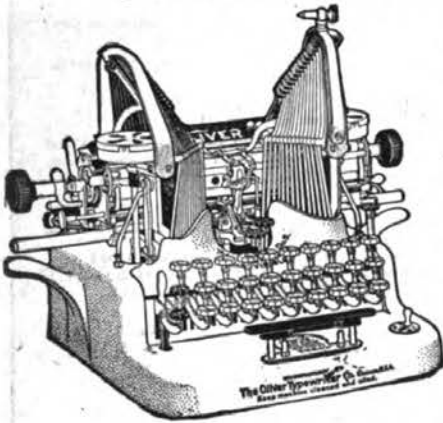
"These books sell for ten cents a copy and are worth \$10 a copy. We advise our readers to send for them." Editorial extract from *The American Banker*, March 5, 1910.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Seventeen Cents a Day Buys an Oliver Typewriter

This amazing offer—the New Model Oliver Typewriter No. 5 at 17 cents a day—is open to everybody, everywhere.

It's our new and immensely popular plan of selling Oliver Typewriters, on little easy payments. The abandonment of *longhand* in favor of clean, legible, beautiful *typewriting* is the next great step in human progress.



Already—in all lines of business and in all professions—the use of *pen-and-ink* is largely restricted to the writing of *signatures*.

Business Colleges and High Schools, watchful of the trend of public sentiment, are training a vast army of young people in the use of Oliver Typewriters.

The prompt and generous response of the Oliver Typewriter Company to the world-wide demand for *universal typewriting*, gives tremendous impetus to the movement.

The Oliver, with the largest sale of any typewriter in existence, was the logical machine to take the initiative in bringing about the *universal use* of typewriters. It *always* leads.

## Save Your Pennies & Own an Oliver

This "17-Cents-a-Day" selling plan makes the Oliver as easy to *own* as to *rent*. It places the machine within easy reach of every *home*—every *individual*. A man's "cigar money"—a woman's "pin-money"—will buy it.

Clerks on small salaries can now afford to own Olivers. By utilizing spare moments for practice they may fit themselves for more important positions.

School boys and school girls can buy Olivers by saving their *pennies*.

You can buy an Oliver on this plan at the regular catalog price—\$100. A small first payment brings the machine. Then you save 17 cents a day and pay monthly.

And the possession of an Oliver Typewriter enables you to *earn money to finish paying for the machine*.

### Mechanical Advantages

The Oliver is the most highly perfected typewriter on the market—hence its 100 per cent efficiency.

Among its scores of conveniences are:

- the Balance Shift
- the Ruling Devise
- the Double Release
- the Locomotive Base
- the Automatic Spacer
- the Automatic Tabulator
- the Disappearing Indicator
- the Adjustable Paper Fingers
- the Scientific Condensed Keyboard

### Service Possibilities

The Oliver Typewriter turns out more work—of better quality and greater variety—than any other writing machine. Simplicity, strength, ease of operation and visibility are the corner stones of its towering supremacy in

- Correspondence
- Card Index Work
- Tabulated Reports
- Follow-up Systems
- Manifolding Service
- Addressing Envelopes
- Working on Ruled Forms
- Cutting Mimeograph Stencils

Can You Spend 17 Cents a Day to Better Advantage than in the Purchase of this Wonderful Machine

Write for Special Easy Payment Proposition or See the Nearest Oliver Agent

The Oliver Typewriter Co., The Oliver Typewriter Building Chicago, Illinois

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# THE LYCEUM WORLD

## Something Extraordinary

The Most Helpful Articles ever Published on the Influence of Mind Over Matter. By that well known Authoress and Lecturer, Mrs. Florence Edythe Blake-Hedges. Begins in March Number of The Lyceum World.

### A REMARKABLE SERIES ON PSYCHOTHERAPY.

The following series of articles on Psychotherapy will prove among the most interesting ever published, and all students of the New Psychology, New Thought, Mental Healing, Immanuel Movement, etc., should make sure to read these articles which bring the *latest* news on these subjects.

These articles will be written by that *specialist* in this realm, Mrs. Florence Edythe Blake-Hedges, author of the great psychological novel "*I Am*," lecturer on Psychotherapy, and writer for the leading magazines in the country. These articles will cost us about two thousand dollars, and you get them, and many other fine things, for one dollar for a year's subscription to *The Lyceum World*. Subscribe now and tell your friends.

#### PSYCHOTHERAPY

- I.—The Superstition of Mankind.
  1. Ancient systems successful in curing disease.
  2. Strange theories prevalent in Highest Civilization.
  3. Primitive minds of today.
  4. Effects on diseased Conditions point to universal law.
  5. The Law—Man's Mind has a region below the threshold of normal consciousness.
  6. The Duality of Mind.
- II.—The Riddle of Personality: The Sphinx.
  1. The Subjective Mind and its various names.
  2. Laws of the Subjective Mind.
    - (1) Memory.
    - (2) Reasoning powers, etc.
  3. Fundamental use of the Subj. Mind.
  4. Constructive and Creative powers of Cur-ing and Recreating.
  5. Telepathy—
    - (1) Mind reading.
    - (2) Death messages, etc.
- III.—The Origin of the Soul.
  1. Mind and Body.
  2. Mind not in Brain alone. Decapitated Animals.
  3. Mental activity transformed into Physical activity.
  4. Mind influencing body. Limitation undefined.
  5. Connection of Nerve Centers and Cells.
  6. Therefore—Mind may influence any Living Cell in the body.
- IV.—Hypnotism.
  1. Early phases of.
  2. Mesmer and his cures. Explosion of Fluidic theory.
  3. Pioneers of hypnotism in France.
  4. Libault, Braid, Myers, etc.
  5. America in Arrears—Drs. Prince, Sidis; Profs. James, Hyslop, etc.

6. Hypnotism today—
    - (1) Uses good and bad—Vicious Habits.
    - (2) Charlatan and Showman.
  - V.—Suggestion—
    1. The Subjective ever receiving Suggestion.
    2. Telepathic Suggestion.
    3. Auto-Suggestion:
      - (1) *Desire*—to get well.
      - (2) Faith.
      - (3) How to suggest to one's self.
      - (4) The A, B, C of Suggestion.
      - (5) Reiteration.
    4. Uses of Suggestion:
      - (1) Rebuilding character.
      - (2) Affecting Heredity.
      - (3) Suggestions for healing disease.
      - (4) Suggestions for curing habits.
    5. Personal "Magnetism" and Self-Control.
  - VI.—Personal Power—
    1. Bodily Health:
      - (1) Dietetics.
      - (2) Breathing.
      - (3) Food.
      - (4) Elimination.
    2. Suggestion and Dyspepsia.
    3. Suggestion and Nervous troubles.
      - Sure Remedy.
      - No Nervous prostration.
      - Insomnia, etc.
    4. Insanity:
      - (1) Alarming Increase in America.
      - (2) *People must awaken to the Remedy.*
    5. Perfect Poise.
  - VII.—Psychotherapy—
    1. Truth and Error in—
      - (1) Christian Science.
      - (2) Theosophy.
      - (3) Spiritism.
- Nemesis  
of
2. Divine Healing.
  3. The Emmanuel Movement.
  4. The March of the 20th Century.

NOTE—Besides the above, Professor Joseph T. Spencer continues his Shakespearean articles, and Rev. W. F. Hertel begins his startling series of articles on *How White Slaves Are Procured*, in which he tells in detail just how girls are trapped into a life of shame. To stop this crime, know how it is fed and *stop its feeders*. Every earnest person should read these articles and help keep our girls—and boys, too—from a life of shame. Send today one dollar for a subscription to

## THE LYCEUM WORLD

Arthur E. Gringle, Editor

No free samples. Specimen copy, 15c.

Department S. P., Indianapolis, Indiana

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Post-Graduate Course in Business

IF—

You feel that you have not "found your work" in that which you are now doing, and

IF—

You want to find your work,

IF—

You want to be more successful in the work you are now doing,

THEN—

Here is your opportunity,

PROVIDED—

*First*, you are a speaker of words and a doer of deeds. By this, to be explicit, we mean if you can speak to and teach an audience of several as well as one;

*Second*, provided also that you have a goodly stock of Ability, Reliability, Endurance and Action; and,

*Third*, that you are already successful and counted as such in your present work.

An entirely new departure in the field of commercial education has been launched.

It is a Normal School of Personal Instruction in Salesmanagement, including Salesmanship and Business Building, which of course includes Man Building, Character Analysis, Commercial Logic and Commercial Psychology.

It will be a resident course of ten weeks' duration.

## The Sheldon Business Normal

The primary object of this school is to train men and women to become teachers of Business Building Salesmanship and Salesmanagement.

The Sheldon School is forming a world organization and will need capable teachers and leaders, not alone in all parts of the United States and Canada, but in all parts of the world.

These people must be carefully selected and thoroughly qualified. The ordinary drill of a few days, or even a few weeks, will not suffice. There must be a protracted course of study accompanied by a minute drilling in all phases of the work.

Those who graduate from the course and who desire to take up our work, and who are selected by Mr. Sheldon as being

worthy and well qualified, will be given immediate positions in connection with the work of the Sheldon School, with lucrative incomes.

We do not guarantee to give each student a position; neither do we require him to take up our work.

The instruction will be invaluable to anyone whose work has to do with sales production through others, no matter what the line of business may be.

## The Location

The class instruction will be held in the beautiful new building at Area, Illinois (present post office address—Libertyville, Illinois).

We have a new and beautiful building, one hundred by fifty feet in dimensions, with two stories and basement. It is built of vitrified paving brick to the second story, which is of half-timbered work with rough casting. The building has all modern conveniences, and is finished in hardwood throughout. It stands on a knoll overlooking wooded hills and ravines on the north and east, rolling meadows on the southeast, and the village of Area on the southwest. Near by is Lake Eara, a mile long, acknowledged to be the most beautiful lake in all the lake country of Northern Illinois.

The surroundings will be ideal for study.

## Course of Instruction

The course of instruction will consist of:

*First*, a personal study of and class instruction in two courses of study:

(a) The Science of Business Building, which is the fourth edition of the Science of Successful Salesmanship;

(b) The Science of Service.

*Second*, an extensive series of personal lectures by Mr. Sheldon and a corps of assistants in Salesmanship and Business Economics in general.

*Third*, a course of lectures by Katherine M. H. Blackford, M. D., on the subject of Character Analysis, or the reading of human nature.

*Fourth*, the complete course of instruction given at the Sheldon Summer School



which is to be held between July 2nd and July 15th, 1911.

*Fifth*, frequent drills in the art of Salesmanship and Salesmanagement, the giving of selling talks, etc.

#### Period of Instruction

The regular course is to last ten weeks, beginning July 3rd, 1911, and ending September 9th, 1911.

#### Expenses

The tuition for the entire course of ten weeks is very reasonable, and includes board and room, text-books, and, in fact, all expenses.

Fill out and mail the coupon below and we will forward you full particulars.

#### Possible Earnings of Graduates

The gross earnings of those who prove successful in our own work will probably be not less than \$3,000.00 a year, and opportunities will be given for the making of much more than that.

It is confidently believed that a man who takes this instruction and makes good in the work will earn all the way from \$5,000.00 a year to even double that amount.

The first session of The Sheldon Business Normal was held at Area during the summer of 1910. The school was a pronounced success from the first. Every student who enrolled finished the course.

And here is what some of them say about it. That is the strongest kind of argument we can advance—the endorsement of satisfied graduates:

#### High Expectations More Than Fulfilled

Alfred L. Marlier, of Maxtörgraben, Nuernberg, Germany, tells of his satisfaction in enthusiastic style:

I had very high expectations indeed when I came to attend The Sheldon Business Normal, but I now feel that I might have put my expectations much higher without the least danger of disappointment. Before coming to your school I had good instruction both in Germany and Switzerland. I am well informed about some of the most modern educational ideas put forward, for instance by Regievungsvat Dr. Matthias, and "Die Freie Schulgemeinde Wickerdorf" in Germany, Monsieur E. Demolins and "L'ecole des roches" in France. But The Sheldon School can certainly be classed in the same line, if not higher. The two words "Man Limitless" have impressed themselves upon my mind more than anything else during the three months of my stay, and it is for this reason that I want to tell every progressive young business man who can afford to spend the necessary amount of time and money that he actually cannot invest them any better than by attending The Sheldon Business Normal at beautiful Lake Eara. He will begin a more progressive and happier epoch in his life.

#### "An Epoch in My Life"

Mr. John Noone, of New York, puts his impressions briefly, but with no uncertain sound. Mr. Noone is a certified accountant of considerable reputation in New York and the East.

It was a great privilege to have been a member of the 1910 Sheldon Business Normal. Your admirable instruction; the instruction of the faculty of The Sheldon School; your inspiring addresses and wise counsel, all were of incalculable benefit to me. And beautiful Lake Eara, and the grounds, the sports, the agreeable associations. How delightful it was to "get back to Nature." I thank you for making possible this epoch in my life.

You see it was of "incalculable benefit" to Mr. Noone. And that is the degree of benefit that you are after.

It is essential that we should know at an early date who will be with us in the class beginning July 3rd.

Now is the time for you to decide and ACT.

*Cut Out and Mail This Coupon Today*

THE SHELDON SCHOOL,

Area—P. O. Libertyville, Illinois.

.....1911

Gentlemen—Will you please forward full particulars regarding The Sheldon Business Normal School, as advertised in THE BUSINESS PHILOSOPHER for June.

Name .....

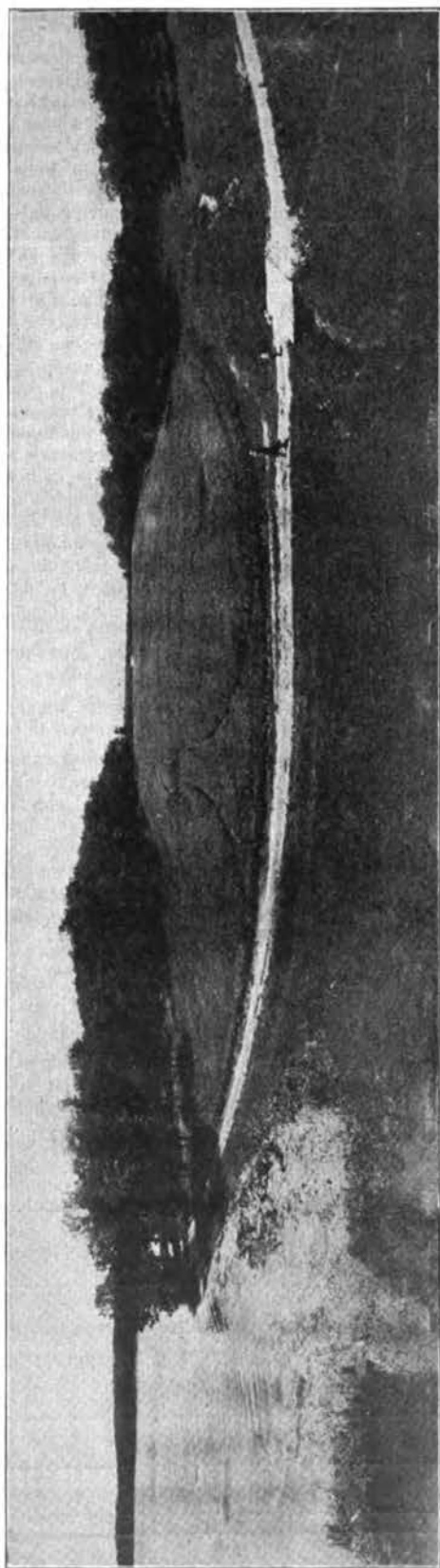
Local Address.....

City and State.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# YOUR SUMMER HOME



SHORE ACRES SUBDIVISION, LAKE EARA

**O**F COURSE you want to own a summer home. There is something in you that calls for woods, meadows, cool waters, and broad, comfortable porches, when summer comes and brick walls and paving stones shimmer and quiver with the heat. You need rest and relaxation.

You may have to be in the city on business during the day. But you are refreshed and renewed by the evenings and the week-ends at your summer home.

And it makes you glad to know that wife and babies are away from the glare, the blare, and the dust, getting strong and rosy at your summer home.

No, this is not a millionaire's dream. That summer home is within your reach. And, if your business is in Chicago, it is only an hour's run from that city—you can come out every night. If further away, you can come Friday or Saturday and stay until Monday. For your summer home, I have just opened a new sub-division on the shores of Lake Eara—the most beautiful of all the famous lakes of Northern Illinois. It is only thirty-five miles from Chicago—three railways run from it into the city.

There are a limited number of lots, all at reasonable prices—first come, first served. When you buy a lot, you buy fishing, swimming, and boating privileges on Lake Eara. *There is no lake property so near Chicago at anything like the price.*

My primary object in opening this sub-division is to finance the first building of Sheldon Commercial University.

I want these summer homes, as far as possible to be owned by Sheldon Graduates or those in sympathy with A R E A philosophy.

*Write me today, saying you are interested  
and I will tell you all about it*

**A. F. SHELDON**  
LIBERTYVILLE, ILLINOIS



SHELDON'S LAKE SHORE DRIVE, LAKE EARA

# How Shorthand Helps Sheldon Men Win

If the question were asked: "What *one* accomplishment in business will do *most* toward helping a young man make good"? we would unquestionably answer: "The ability to write shorthand."

This advertisement, and booklets which we are anxious to send you, prove the absolute truth of this assertion. They show how the man who does not know shorthand is "shorthanded" a dozen different ways. They show how a man who knows shorthand, can "short-cut" his way to a bigger salary and a better opportunity.

And they tell about a remarkably simple and original course of shorthand that has completely revolutionized stenography—a



## New System Taught in 30 Days

Boyd's syllabic system of shorthand is in no way similar to the old-fashioned hard-to-learn and easy-to-forget methods.

You employ no shading, no positions, no lines; there are no word signs to remember, no tedious rules to memorize, and the whole course stands complete when you have learned but nine characters. Yet the Boyd system, easily mastered in a month and very often less, places the whole English language at your finger-tips. We absolutely guarantee to teach perfect shorthand in 30 days.

### Big Men Shorthand Writers

Some of the most successful Business, Professional and Public men began as shorthand writers.

To know shorthand means to come in contact with big men—Court reporters, Government reporters, Private Secretaries and general stenographers are constantly transcribing the big ideas and the every-day priceless experiences of big men.

And to know shorthand means to "jot" down essential points that the other fellow loses or forgets. Important and highly valuable ideas are flashing every minute—at lectures, in private talks, when selling goods, in class meetings—and the man who can write shorthand has an advantage not to be reckoned in dollars and cents.

**Chicago Correspondence Schools**  
1212 CHICAGO OPERA HOUSE BLOCK

More,—shorthand is the stepping stone to any business you want to enter. As a shorthand writer you can work in your chosen field and make good money while you are learning.

### Booklet Free on Request

At a word from you we will gladly explain further, without cost or obligation, how you or any other man can become an expert in shorthand through a little spare time study at home before a month can pass.

We have students all over the world in high positions, making big money, eclipsing hundreds of old-fashioned writers—and they learned the Boyd system in one month's time.

Write at once for the whole interesting story. The booklet is free—we gladly send it, anywhere. Address

Chicago Correspondence Schools,  
1212 Chicago Opera House Bldg., Chicago.

Please send me more information about your guarantee to teach shorthand in Thirty Days.

Name .....

Address .....

City and State .....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



IS IT WORTH YOUR WHILE?

Yes. Positively and emphatically yes.—The few moments it will take you to investigate



**Brother Jonathan Bond**

(WATERMARKED)

will result in an actual saving of money for you or an improvement in your stationery—one or the other and possibly both.

BROTHER JONATHAN BOND represents the highest achievement in the making of paper for business stationery. It comes in a White of matchless purity and many beautiful Tints; Envelopes to match.

Your printer or stationer carries BROTHER JONATHAN BOND in stock or can get it for you on short notice. Specify it in your orders.

**SUPERB LETTERHEAD EXHIBIT—FREE**

It's the finest and most convincing specimen book ever issued in behalf of a bond paper. Write for a copy on your present business letterhead. Please mention the name of your printer or stationer if you care to.

ADDRESS DIVISION B

*Established 1844* **J·W·Butler Paper Co. CHICAGO**

## *Personal Printing Service*

**P** We make no distinction where quality is concerned. Office stationery, booklets, circulars, etc., get the same proportionate attention as the large catalog. A special department for small work—personal interest always.

*Send for estimates, samples and layouts*

**THE PUBLISHERS' PRESS**  
638-642 FEDERAL STREET · CHICAGO

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## How to Write an "Ad"

A TABLOID course in adwriting, complete in six interesting lessons—the boiled down experience of years in booklet form. **Business men** who write their own advertising or **any man** anxious to make a start in this paying profession will find this course of inestimable help. It will start you in the advertising business. Outlines in a brief, yet comprehensive way the **entire method of writing an advertisement** from laying out the plan and gathering the data to instructing the printer and reading the finished proof. Sent postpaid anywhere on receipt of price, 50 cents. Reference, this magazine.

A. B. FREEMAN

3700 Maple Square Avenue Chicago, Illinois



## Duplicators

We wish to close out all our salesman's samples of mimeographs and other duplicators ranging from \$1.25 to \$18. Our duplicators pay for themselves.

Write today for list

B. Heyer Duplicator Co. 84 La Salle Street Chicago, Ill.



Dr. Campbell  
Principal

## NORMAL COURSES

Our Home Study Courses for teachers prepare for Certificates of every grade. Special courses in Pedagogy, Psychology, Primary Methods and Kindergarten.

We assist in securing positions.

Over one hundred Home Study Courses under Professors in Harvard, Brown, Cornell and leading colleges. 250 page catalog free. Write today.

THE HOME CORRESPONDENCE SCHOOL  
Dept. 78, Springfield, Mass.



Mr. Koenwein

## Short-Story Writing

A course of forty lessons in the history, form, structure, and writing of the Short Story, taught by J. Berg Koenwein, Editor Lippincott's Magazine. Over one hundred Home Study Courses under professors in Harvard, Brown, Cornell and leading colleges.

250-page catalog free. Write to-day.

THE HOME CORRESPONDENCE SCHOOL  
Dept. 356, Springfield, Mass.

## A GOOD SHORTHAND REPORTER

is the only kind you can afford to employ. I am well prepared to handle all kinds of law and general reporting.

FRED H. GURTLE

SHORTHAND REPORTER

Phone Randolph 3038 810-811 Reaper Block, CHICAGO



## Rowboat #20<sup>00</sup>

MONEY IN BOAT LIVERY!

Can ship in any quantity. Need No Boat House. Never Leak, Rust, Check, Crack or Rot. Absolutely safe. Every boat has water-tight compartments, so cannot sink. 20 different designs. Demonstrator Agents Wanted in Every Community. Write TODAY for FREE Illustrated Catalog and Special Factory Prices.

Michigan Steel Boat Co., 300 Bellevue Ave., Detroit, Mich.

STAVIRP

**Get the Money**

\$75<sup>00</sup> a month <sup>#200<sup>00</sup> a month up</sup>

Collecting bad debts is a science.

We have started hundreds of men on highly successful careers by teaching them the same secrets of collecting bad debts which we so successfully employ in our own Collection Business.

If your present employment is uncongenial, if you see nothing ahead but years of drudgery and slow advancement—declare your independence—start a Collection Business of your own. It is very lucrative, requires no capital but honesty, has but little competition. Our first lessons enable you to start in business, the full course gives you complete mastery of it. We refer customers to you.

Write for "Pointers on the Collection Business" and names of some of our successful students.

THE AMERICAN COLLECTION SERVICE, 364 State St., Detroit, Mich.

The American  
Collection Service Co.  
364 State St., Detroit, Mich.  
Send without charge  
"Pointers on the Collection  
Business" and full information.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# You Have a Right to Independence

**W**HATEVER your condition you are bound to believe that you have a right to business freedom. Every good American believes that, and with considerable justice, too. But—do you actually possess any real business independence? If you have given the subject any thought you also realize that the right to independence means not only an earnest desire to enjoy it, but a will to achieve it. Have you made any real effort to become absolutely independent? The more you study the opportunities for business freedom the more you

must be convinced of the limited channels through which it may be gained. Have you ever considered the one wide field yet scarcely understood? This field is the collection field. It is practically limitless. It is as wide and broad as America itself. The demand for experts is becoming wider every day. It will continue to widen as long as the country does business on a credit basis, and that means as long as present property ideals exist. Do you know that it takes practically no cash capital to enter this business?

## Your Head—Your Capital A Trained Brain Better Than Cash Capital



**A. P. HYDE**  
Holyoke, Mass.

I have made good from the first letter I sent out. I had never collected a bill in my life until I took the lessons, and I have made as high as \$108.00 in one week and that in spare time only, evenings and Saturday afternoons. I don't see five people out of fifty that I collect money from. I just write to them and the money comes by mail. Don't think that it is hard work to make friends of your clients, it is not. You can't help but win. *Arthur Philip Hyde.*

A New York student wrote me recently that he could command \$5,000 at low interest, asking my advice on investing it in the Collection Business. I told him what I tell you—the collection business needs no such capital. A good brain is worth ten times \$5,000 in this business.



**H. A. MURPHY**  
Youngstown, Ohio

The following are my **COMMISSIONS** for

March	\$348.02
April	430.48
May	439.72
June	484.58

Commencing with November my commissions ran from \$250.00 up to \$350.00 per month, including February. *H. A. Murphy.*

## I Can Make Your Brain Pay You Dividends

I can teach you to cash in with your brain. The amount of your dividend rate will, of course, depend on the quality of your gray matter. The more of that you already possess the greater your actual dividend. No matter how trained your head may be I can make it pay you something. It is entirely up to you how much. I can show you how to make it pay you a steady dividend in your spare time. The collection business is an ideal one for this character of brain investment. I can teach you how to make it pay big dividends if you care to devote all your time to the business. Any way you look at this problem of making a living and increasing your dividends I can help you. Simply say the word and I will show you how. It will cost nothing to see my proof of results accomplished with others. They were no more fortunate or lucky when they started than you. Write and see for yourself.

**W. A. SHRYER, President**

**THE AMERICAN COLLECTION SERVICE, 39 State St., Detroit, Mich.**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# THE MAGAZINE OF OPTIMISM

Send 25 cents for 12 month's subscription to

## Beach's Magazine OF BUSINESS



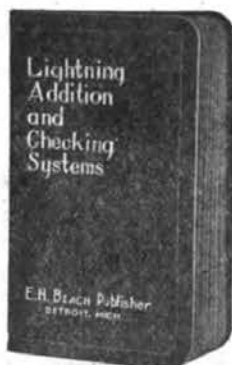
A handsome monthly magazine for business men, office managers, book-keepers, accountants, credit men, advertising managers, etc. The "man at the desk" *must* have it. Your money back if you do not like it.

Beach's Magazine stands for the square deal in business. It is optimistic in tone, believing in the inherent honesty of purpose of all mankind.

Its aim is to promote business efficiency; to create and build; to amuse, interest and instruct the "man at the desk;" to assist the deserving young and the faithful old; and to fearlessly expose all that is corrupt in business practice whether public or private.

**E. H. BEACH, Publisher**

**Detroit, Michigan**



### Special Offer

Full information and practical illustrations as to method, quickly acquired by any one, for **adding groups of figures** as easily as **reading groups of words**. Checking Systems include Reverse Posting, and Check Figures 9, 11, 13, 17.

A copy of this book and a full year's subscription to "Beach's Magazine" for only 25 cents.  
(Stamps accepted)

A guaranteed remedy for transpositions and double slides in posting, omission, posting to wrong side of account, errors in addition and subtraction, etc., etc.

A copy of this book and a full year's subscription to "Beach's Magazine" for only 25 cents.

(Stamps accepted)



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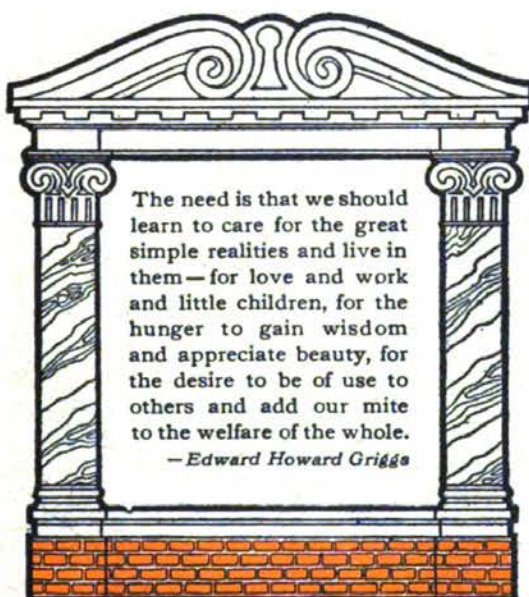
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# CONTENTS

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## SHELDON'S BUSINESS PHILOSOPHER & SALESMANSHIP

JULY, 1911

HARRINGTON EMERSON.....	Frontispiece
EDITORIAL.....	371
<i>By A. F. Sheldon</i>	
THE PARENTAL PERIOD OF EDUCATION.....	379
<i>By Anna Griffith Sheldon</i>	
HARRINGTON EMERSON—EFFICIENCY ENGINEER.....	385
<i>By Thomas Dreier</i>	
THE MODERN MERCHANT.....	391
<i>By S. L. Krebs</i>	
THE QUESTIONS OF SOCRATIC.....	395
<i>By Arthur W. Newcomb</i>	
ON THE WAY TO BROAD LIFE AREAS.....	401
<i>By Sheldon Leavitt, M. D.</i>	
BUILDING AN ARTIST'S BUSINESS.....	405
<i>By E. N. Ferdon</i>	
THE USE OF THE IMAGINATION IN BUSINESS.....	407
<i>By Frank Anderson</i>	
GLEANINGS FROM BUSINESS FIELDS.....	411
<i>By Thomas Dreier</i>	
A NEW SCIENCE—"CHARACTER ANALYSIS".....	414
<i>By E. W. Robinson</i>	
LETTERS OF A SALES AND ADVERTISING MANAGER.....	417
<i>By George H. Eberhard</i>	
SCIENTIFIC SERVICE IN SELLING LIGHT.....	419
<i>By Clarence L. Law, of the New York Edison Company</i>	
THE METABOLISM OF BUSINESS.....	423
<i>By Fred G. Kaessmann</i>	
WHAT EXECUTIVE ABILITY IS.....	425
<i>By Albert Sydney Gregg</i>	
POINTERS ON BUSINESS LETTER WRITING.....	428
<i>By E. N. Ferdon</i>	
SERVICE IN SELLING STOCKS AND BONDS.....	431
<i>By Morton Mayne</i>	
THE PHILOSOPHER AMONG HIS BOOKS.....	436
HELPFUL HINTS FOR THE STUDENT OF THE BUSINESS PHILOSOPHER.....	438

574

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SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

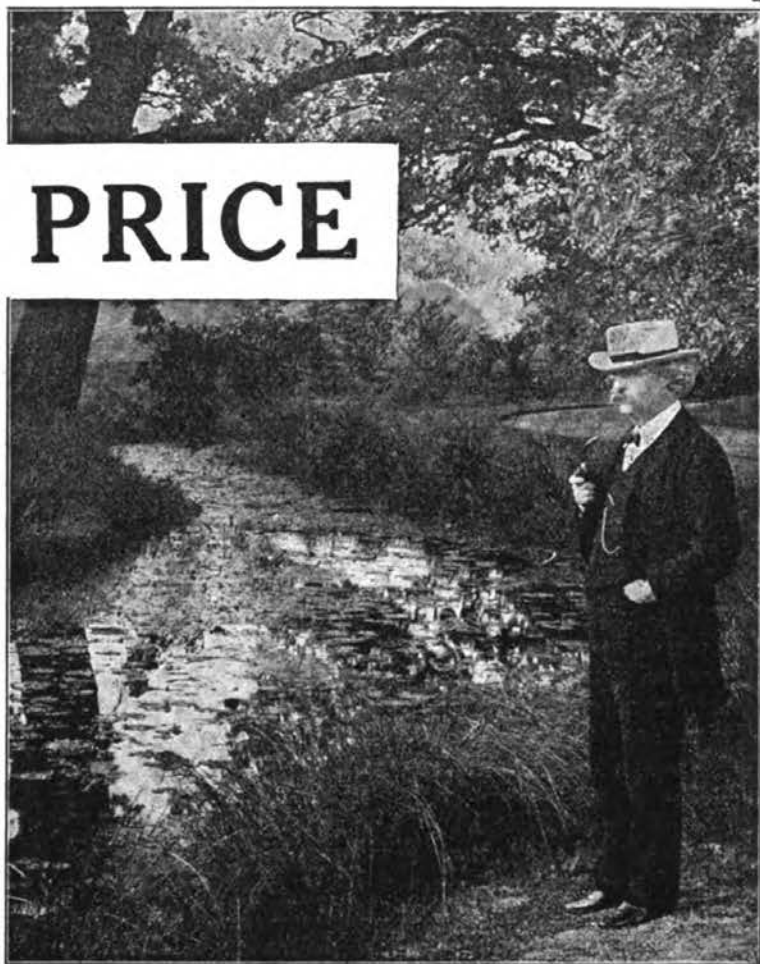
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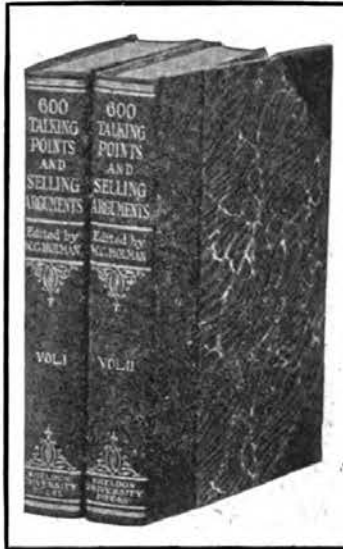
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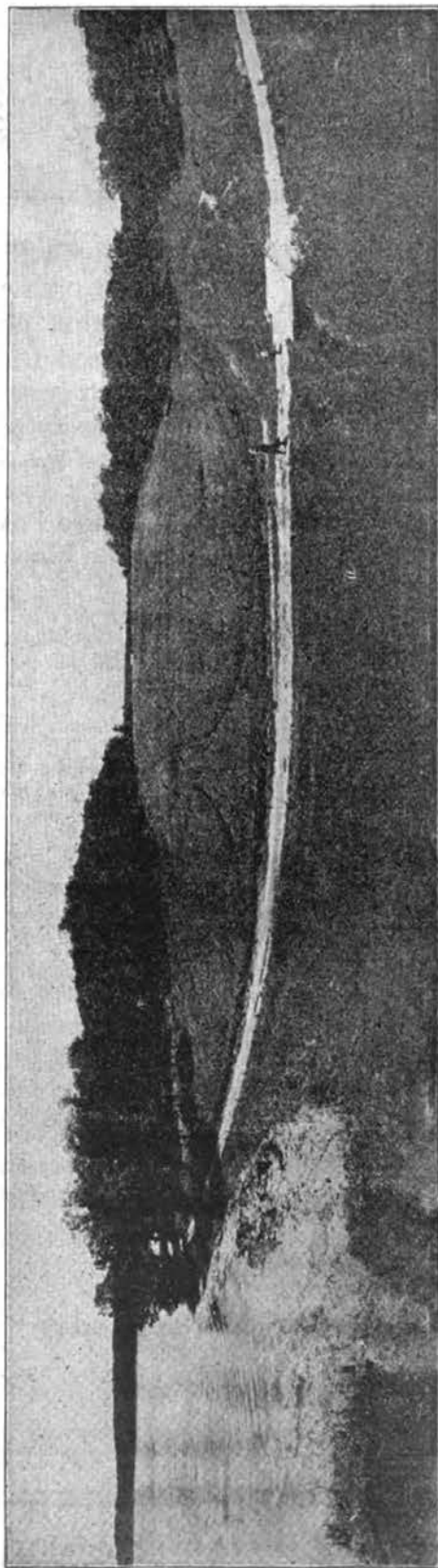
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You may have to be in the city on business during the day. But you are refreshed and renewed by the evenings and the week-ends at your summer home.

And it makes you glad to know that wife and babies are away from the glare, the blare, and the dust, getting strong and rosy at your summer home.

No, this is not a millionaire's dream. That summer home is within your reach. And, if your business is in Chicago, it is only an hour's run from that city—you can come out every night. If further away, you can come Friday or Saturday and stay until Monday.

For your summer home, I have just opened a new sub-division on the shores of Lake Eara—the most beautiful of all the famous lakes of Northern Illinois. It is only thirty-five miles from Chicago—three railways run from it into the city.

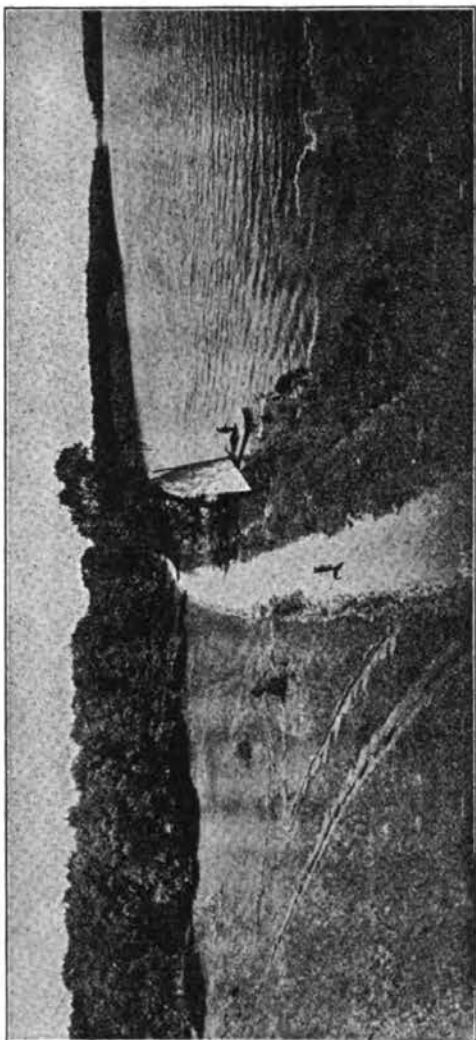
There are a limited number of lots, all at reasonable prices—first come, first served. When you buy a lot, you buy fishing, swimming, and boating privileges on Lake Eara. *There is no lake property so near Chicago at anything like the price.*

My primary object in opening this sub-division is to finance the first building of Sheldon Commercial University.

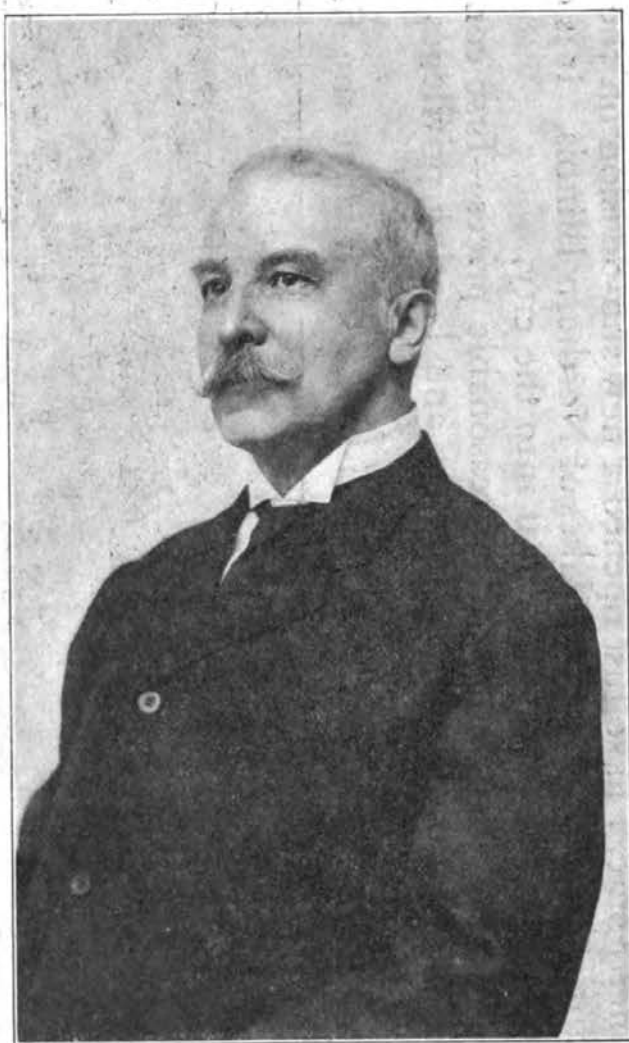
I want these summer homes, as far as possible to be owned by Sheldon Graduates or those in sympathy with A R E A philosophy.

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HARRINGTON EMERSON

# The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME VII

JULY, 1911

NUMBER 7

## On the Front Porch

*Where We Talk Things Over*

**B**USINESS is business!"

He was a big, broad-shouldered man, with bones in his nose and jaw like promontories of granite. He said the words quietly, but with the intense finality of a die-press minting a coin.

He was talking over a deal with his business associates, and I happened to be present.

In a few minutes the die-press worked again.

"This is a cold-blooded business proposition."

And he looked it.

The conversation went on.

Finally I heard him plump out the words:

"That kind of thing doesn't go with hard-headed business men."

And so the conference closed. The Big Man's associates walked out of the office, leaving me alone with him.

I called his attention to the expressions he had used.

"Do you mean by these," I asked, "that sentiment has no place in business—that it is all a hard, cold, dollars-and-cents affair?"

He laughed genially.

"Far be it from me! But there is unhealthy as well as healthy sentiment, and we use these harsh words to kill or cure the sickly."

He thought a minute, soberly, and then he said:

"Sentiment is the most potent factor in business. The man who doesn't reckon with it wisely, at every turn of the way, will never achieve solid and lasting success in business. Most people admit that sentiment has an influence in business affairs, but very few realize how far-reaching and powerful is its effect."

Then we talked of other things. But, as I walked away, what this mighty commercial giant had said about sentiment stuck in my mind. And, as I thought it over, I came to the conclusion that he was right, that few indeed realize the power of sentiment in business.

I was judging by the way the great majority of people in the business world live and work.

There has been splendid progress. People are doing better and better every year, but we still hear a great deal of the "business is business" talk. And it isn't all uttered for the cure or killing of sickly sentiment, either.

There is a great deal of healthy, wholesome sentiment in the business world today. The trouble is that most people do not know it. And, not knowing it, they do not consciously get into harmony with it for their

own profit and happiness, and the profit and happiness of the rest of us.

What truly benefits one benefits all.

And so I want to talk it over with you, briefly. Perhaps you may learn something—or at least be reminded of something you already know but haven't been thinking about very strongly. At any rate, if my friend was right, that "sentiment is the most potent factor in business," then we ought to give it our earnest consideration.

LET US BEGIN at the bottom.

Business is the production and distribution of the world's wealth.

And, since this wealth is produced for, distributed to, and used by human beings, we may say that business is human service.

Business is carried on by a vast army of workers, each doing his part, and each receiving a certain portion of the wealth produced and distributed.

Now, the "business is business" idea—the "cold-blooded business proposition"—is for each worker to strive, with all his might, to get as much of the world's wealth as he can, influenced by no consideration except a desire to get and keep.

The more modern and more scientific idea is for each worker to strive to render as much of the best kind of service as he can, but with the dictum in mind that he profits most who serves best.

So, in both cases, the ultimate aim of the worker in the field of business is to get wealth. And it is a legitimate and commendable aim, since life, comfort, culture and happiness cannot be had without it.

The basis of business is exchange—so much of this for so much of that.

Sentiment is feeling—emotion.

Now, there would seem to be no emotion about growing a bushel of corn and exchanging it for a bow and arrows, except the feeling of a desire to make the most advantageous exchange possible. The agricultural gentleman would simply grow as good a bushel of corn as he could and make the best possible bargain with the artificer of weapons. The arrow-maker would simply make his product as nearly perfect as possible and trade it for the largest quantity of the best corn he could get for it.

But it has never worked out that way in practice.

The corn-grower has always been willing to heap the basket when dealing with the arrowsmith who nursed him back to health when he had the fever.

The armorer might have got a little more of a little better corn from a farmer on the other side of the village, but traded with his neighbor because they worshipped the same gods and wore similar fetishes.

The fact is, as you know, that people are largely governed by their feelings. And the feeling of avarice—the desire for material gain—is by no means the strongest emotion in the human breast.

The volunteer soldier leaves his business and goes to war to suffer hardships, wounds and death because his feeling of patriotism is stronger than his desire for gain.

There are thousands of teachers, preachers, authors, scientists, inventors, explorers, statesmen and reformers,



ers who deliberately turn their backs upon wealth because their feeling of love for their work is stronger than their desire for money.

Loyalty to an employer keeps many a good workman content with a much smaller salary than he could earn elsewhere.

Feelings of justice, honesty and kindness are stronger in the hearts of multitudes than the desire for riches. Many a man has, as he thought, chosen comparative poverty, with honor, to great wealth, ill-gotten. I am not saying that they could all have gained the prize they thought theirs for the taking, but that is immaterial.

For the love of her chosen mate a woman will leave a home of easeful luxury for a life of struggle and poverty.

All these are but examples of sentiment in business.

---

SINCE, THEN, sentiment is such a vital force in human affairs, our problem is to take advantage of it in business building.

Do not misunderstand me.

When I use that expression "take advantage," I do not mean to take an unfair advantage.

Remember our fundamentals.

Business is the production and distribution of wealth. And these are human service.

The most successful and most profitable business is that which renders the greatest service.

The three chief endeavors of any good business are to increase the quantity of its service, to raise the quality of its service and to extend its opportunities for service.

What we are studying, then, is how to reckon upon and use the power of sentiment to aid in doing these three things.

First, in production.

And, in the field of production, the first thing to be considered is the individual producer—the employe.

Suppose you are an employe in production. Your problem is two-fold:

First, how to use your own feelings to increase the quantity and quality of your service and add to your opportunities to serve.

Second, how to turn the sentiments of others to account for the same ends.

The first of these questions opens up a big subject—in fact, the whole realm of reliability development. I haven't the space in this Talk to treat it in full, nor would all the columns of this magazine contain all that might profitably be said on the topic.

I shall be content with pointing out to you that every one of your positive feelings, developed to a marked degree, is a mighty force in your personality for making your service valuable and for securing advantageous opportunities to serve. Among these are desire to serve, hope, faith, earnestness, justice, honesty, courage, cheerfulness, kindness, loyalty, enthusiasm and the spirit of harmony.

The second question is really but another angle of the first.

The first and fundamental sentiment for you to cultivate in the breasts of others is confidence.

The foundation principle upon which all business success rests is this:

Confidence is the basis of trade.



The confidence of your employer or employers, of your fellow employes and of your employer's customers is essential to your highest success.

The way to win that confidence is by the development and exercise of your own positive feelings, and, through them, your ability, endurance and action.

Desire to serve is contagious. Your desire to serve others will awaken in them a desire to serve you. Kissing isn't the only good thing that goes by favor.

Hope inspires hope, faith engenders confidence, earnestness secures co-operation, justice wins justice, honesty builds trust, courage gets respect, cheerfulness makes friends, kindness holds them, loyalty is rewarded by larger opportunity, enthusiasm compels interest, and the spirit of harmony unites you with all your fellows, thus multiplying your power to serve and, therefore, profit.

THE OTHER side of the problem of sentiment in production is that of the employer.

The old, "cold-blooded business" policy was to get as much work out of the employe for as little pay as possible, with no consideration for the worker outside of his work. Progressive employers are beginning to see how short-sighted that policy is.

A conspicuously successful business man told me recently that he had made his success, not by striving for it directly, but by taking into account the truth that the success of any institution is the sum of the success of the individuals comprising that institution. "So," he said, "I strove,

not to make my business a success, directly, but to make every one of my associates and employes as great a success as possible."

This policy is second of the four great fundamentals of the now famous system of scientific management, or efficiency engineering.

It has been found that the payment of bonuses and other rewards for efficiency has a far greater effect in increasing the profitableness of any worker than the old driving, hard-bargaining methods.

Pleasant and comfortable environment in office and factory, harmonious and sanitary home conditions, club rooms, play grounds, night schools, entertainments, loan departments, libraries, gymnasiums and other appeals to the sentiments of the employes have been found effective.

Harmonious personal contact with the management—just common friendliness—is a powerful incentive to the employe to increase the quantity and quality of his service.

Efficiency engineers have found that it pays to study the religion, politics and personal likes and dislikes of employes in associating them together and assigning their duties.

Scientific character analysis is being used in many business houses in helping employes to find the work they are naturally adapted to do, and that they will love.

In short, the five great problems of the employer are:

First, to develop the science of doing the thing each employe has to do.

Second, to choose the right men and women to do the work.

Third, to teach that science to the employe.

Fourth, to teach each employe how to develop his ability, reliability, endurance and action.

Fifth, to arouse in the employe sentiments that shall be strong incentives to efficiency in his work.

IN THE FIELD of distribution, the ways of making sentiment an aid to business building are not wholly different from those I have briefly outlined for the field of production.

As in production, the foundation principle is, Confidence is the basis of trade.

And confidence is a feeling—a sentiment.

The chief function of the distributor is selling—the exchange of so much of this for so much of that. The producer must also sell, and when he does, he enters the field of distribution.

The problem of distribution, then, is almost wholly one of salesmanship.

And in our study of the business value of sentiment in distribution, therefore, we need only inquire as to its use by the salesman.

First, foremost, and above all other considerations, then, comes the personality of the salesman.

I have been a salesman for many years and have studied and managed salesmen in large numbers. And my experience has been that the personality of the salesman is the largest factor in his success.

I have known men with great knowledge of their goods, splendid powers of expression, untiring energy and unflagging persistence, to fail because their personality did not win confidence.

And personality is no mysterious, magic thing. It is the result of a development of positive knowing, positive feeling and positive will power, together with physical health and endurance.

Chief among these, I place the positive feelings—the same positive feelings that I named for the employe in production, and for the same reasons.

Confidence is gained by desire to serve, hope, faith, earnestness, justice, honesty, courage, cheerfulness, kindness, loyalty, enthusiasm and the spirit of harmony.

Customers are controlled largely by their emotions, as I have pointed out. And they prefer to buy of those who arouse within them the pleasant emotions of confidence, satisfaction, anticipation, friendship, admiration, gratitude, complacency, cheerfulness, hopefulness and courage.

And so it is that the salesman—individual or composite—wins success very largely through the personality he expresses through his business relations, his social activities, his public services and his private life.

The man who would succeed in a big way can not afford to overlook any of these.

We read, in the *Saturday Evening Post*, not long ago, of a young doctor who came to a community to sell his professional services, but was left undisturbed in solitude and silence because he maintained and abetted a pig sty in his dooryard, against the sacred traditions of the village.

We have often seen the power of a little gift or souvenir in making friends and securing patrons, or giving an incentive to employes to do their best. It has been found that

premiums, trading stamps and other appeals to pleasurable emotion are more effective in drawing trade than discounts from price of even greater value.

Large numbers of people flock to buy at stores where the prices are known to be "a little high," because of the reputation of the store for reliable goods, square dealing and excellence of service.

People buy of those who share their religious beliefs, or members of their own lodges, of club-mates, of neighbors and relatives, of old school-mates and of those who are of a similar political complexion to themselves.

Dress, manner, personal appearance, associates and habits all have their influence upon people's sentiment toward the salesman and upon his success.

THE DISTRIBUTER is also a customer. He must buy from the producer or from a wholesale distributor what he sells to his patrons. And he finds, even here, that sentiment may make or destroy his success.

As a positive example, I shall tell you about a letter written to eighty wholesale houses by a retail buyer, and its results.

The writer of this letter is Mr. William R. Briggs, superintendent of the great dry goods store of the Shepard-Norwell Company, in Boston.

It was sent out on the last day of December, as a New Year's greeting.

Here it is:

I wish not only to greet you with the compliments of the season, but also to express to you, in so many words, my sincere appreciation of all the efforts you have made to please me during the past year.

I feel that I am under heavy obligation to the business friend who gives me good values, prompt deliveries and courteous attention.

You will be pleased to learn that the business of the firm I represent has been the largest on record during the last year. And this splendid showing would not have been possible except for the generous co-operation of such friends as you and your firm.

In the rush and hurly-burly of the detail work in a large retail store we seem to find time to write you only when things go wrong. But I can assure you, with all candor, that I am well aware of the innumerable favors that you have done for me in hurrying shipments—in figuring prices—and in constant endeavor to fill my exacting demands.

We are told that "business is business," meaning, I suppose, that sentiment has no place in such affairs. I object to such a view and go on record as testifying to some of the most ennobling associations—the most inspiring suggestions—the most unselfish acts—that have come under my observation and into my life through the large circle of high-minded, broad-gauge, generous-hearted and genial-spirited business men with whom I am privileged to associate from day to day.

Kindly accept my sincere gratitude for your part in what I have tried here to express, and bear in mind during the coming year that while I may write complaints, I shall be quite likely thinking the reverse at the very time I write.

Now for the results. First, what those who received this letter said. I can't tell it all here, but give you a few examples:

I cannot let the day go without an endeavor to respond to your words of inspiration. They impress me both deeply and seriously, and reflect just and upright deeds in the past. May the future bear even more prosperity to you and the large enterprise you serve.

Here is another:

The noble spirit of your sentiments must give encouragement to any right thinking business man. I gladly use this opportunity to assure you that, as we succeeded in the past in satisfying you with our painstaking efforts, so in the future it shall be our aim to strive to the utmost to deserve your continued valued appreciation.

Another says this:

I am very glad that you have felt toward me and my house as your letter indicates. I consider it a very great compliment. My associates are so pleased that they have both had copies made of the letter for their individual possession.

This indicates something of the impression made by Mr. Briggs' letter:

In this work-a-day business life we take too few opportunities to express to our fellow men those sentiments that make us of one kin in the great human family. I wish to record my deepest appreciation, not only of your thought for those with whom you do business, but of your kindly way of expressing your feelings.

These, then, are some of the things that they said. Now, what did they do?

Mr. Briggs tells me that he has never had to be on his guard lest he be cheated, but has sometimes had to exert himself to keep some of these men from imposing upon themselves in his behalf. He says that he has had special favors by the hundred—that he has never asked for a lower price than the one quoted—that many of these wholesalers have permitted him to make his own terms without question, and that, on the whole, his relations with them have been those of co-workers for mutual profit.

BESIDES EMPLOYERS, employe, customers, associates, and those whom we patronize in business, we have competitors.

And in our relations with our competitors we have begun to learn that sentiment is worth cultivating.

I have known competition to become so fierce and bloodthirsty that men were willing to spend ten dollars to make a competitor lose one dollar.

Many splendid businesses have actually killed each other in their mad competition.

Today, however, co-operation is taking the place of competition. And it is to the advantage of the business and the public. A healthy, profitable and prosperous business institution can render more and better service than one whose life-blood is being drained by merciless competition.

FINALLY, I CALL your attention to the sentiment of oneness—the oneness of the entire race.

You cannot benefit the least and farthest distant human being without benefiting yourself and your business.

The more prosperous, more healthy and happier everyone is, the better it is for you and yours.

Your interest in such affairs of sentiment, then, as patriotism, social responsibility, moral uplift, economic righteousness, public health, true education, and any other movement that has for its object the betterment of the people and their conditions is not merely altruistic.

"Business is business," and all these things are "cold-blooded business propositions" that look good to "the hard-headed business man."

No man can be provident  
of his time who is not prudent in the choice  
of his company.

JEREMY TAYLOR

# Be Yourself

Perhaps you see in someone else,  
The man you'd like to be—  
Perhaps the garments that he wears  
Just suit you to a "T"—  
Perhaps his wealth, his handsome face,  
His air of sweet content,  
Have made you want to copy him  
And all these things pre-empt.

But, friend, when God made you and me,  
He made us to be men—  
If apes He'd wanted, apes He'd made,  
And placed us in a pen—  
He made us in His likeness;  
To think, and act, and talk,  
To have opinions of our own,  
And not in "circles" walk.

There is in us ability  
To be just what we will—  
But we must draw upon it, friend,  
If we'd get up the "hill."  
We are just what we are, because  
We are content to be  
Like brothers to those "hairy men"  
Who live up in a tree.

Read, ponder, think, reflect,  
Select what's best for you—  
Don't handicap with precedent  
That which, to you, is true;  
Then you're a part of "God's great plan,"  
Nor bound by others' pelf—  
You are a man, a noble man,  
Because you are—yourself.  
*Tho't out by "Pastor Bill."*

# The Parental Period of Education

By ANNA GRIFFITH SHELDON\*

**A**T THE close of our last talk, Mother Teacher, we left you sleeping right. We were then dealing, you will remember, with the first period of education, the prenatal, the education of the child from its conception to birth.

Now we awaken to deal with the second period of education, the parental period, the training and development of the newborn babe from birth to the time it leaves the home garden for several hours a day and goes to school.

This morning many mother teachers have with them the wonderful little moving mystery in human form which we call baby. How strange and almost unreal it seems to you to really have the little blossom with you. It seems too good to be true. You are so supremely happy that you reach your hand over to be sure baby is really beside you. After its first cry our AREA baby is quiet and naturally relaxes and sleeps right from the time it arrives here until two days later, when it takes its first repast.

## Make a Right Beginning

An AREA baby never cries unless it is uncomfortable from ill-fitting clothes or hunger. When it is made to wait for nourishment regularly from the beginning, baby will sleep between meals and you and the rest of the family will scarcely know there is a baby in the house.

As soon as you are able, you will want to cuddle and handle the baby. Everybody in the family will wish to do the same thing, especially if the baby is the first one in the family.

Of course, it is only natural to love it just for the love of it. But a mother teacher must control the situation and see to it that this is not carried too far, or baby will soon cry when it should be resting quietly. It is surprising how quickly a young infant learns that it is pleasant to be carried. Just two or three doses of this treatment will cause it to worry when put down.

From the beginning you have planned an AREA man or woman. Right here in the

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beginning of the second period of education do not cross lines with the instructions given in your child's first period of education. Do not interfere or let others interfere with the daily program you suggested for it in the beginning.

A child is a creature of habit. An AREA child is one whose habits are positive, a child of good habits. Habits are formed by the law of repetition. If the person who attends to the first care of baby does not insist on putting it down regularly and carries and handles it more than is necessary, you must insist on having things done your way.

All trained nurses practice this method, but relatives or nurses not thoroughly trained may say it is all nonsense, and then when you care for baby yourself you will have the negative of over-indulgence to wipe out.

## Rights of Parents and Children

You will need your strength for more important things than carrying the baby to stop its crying. Babies love attention and they have the right to the right kind of attention. They have no right to make automatons of their parents. The parents are to blame if they do.

How often we see a young mother, careworn and listless when the second baby is a few months old, because the first one has had a vast amount of the wrong kind of attention and become a despot. When crossed at all, such a child screams and kicks. Who is to blame? The child? No, the parents. There are two places where the mistake began. Either the positive of veneration has not been included in its heritage in the prenatal period, or the negative of selfishness has been allowed to creep in through wrong attention (indulgence) until it has upset the regularity of baby's habits. Bad habits result in bad actions.

Parents have rights. Babies have rights. We have shown in foregoing articles that a child has a right to be well born; that it has a legitimate right to its AREA birthright—Ability, Reliability, Endurance and Action.

We know that prenatal culture education makes a worthy start toward attainment of this heritage for our children. But we must remember that babies are interdependent as well as grown folks. They have their own capacity for breathing, eating, sleeping. They are only dependent on parents to guard and guide the right use of this capacity. We help them to keep individual. Then we continue to train them in the regularity of the good habits we suggested for them in the first period of their education. So we take care of the breathing and the blood by keeping the sleeping room well ventilated and of right temperature. We guard its capacity for obedience and right action by treating it fairly in the beginning. If you do not want to hold baby everywhere, even at meal time, do not begin to handle and trot it when it does not dream there are such things as arms to carry it and knees to dandle it.

Babies have a right to demand of their parents an AREA birthright, this legacy to be bequeathed before birth or during the first period of their education.

Babies have a legitimate right to demand the best environment it is possible for their parents to afford them. The best environment is the one which is sanitary, moral and spiritual—an environment where fresh air, sunshine, order, cleanliness, discipline, cheerfulness and the light of love and wisdom shine and reign supreme.

In other words, an AREA home, a home presided over by a kingly, kindly father and a queenly, wise mother teacher who lives to watch over and guide the right unfolding of the birthright of their children. Such a home permits a child to grow for joy. And the parents are joyous because of the joyful children. Parents and children are not dependent; neither are they independent; they are interdependent.

Remember then, dear parents, "Honor thy father and thy mother that thy days may be long in the land which the Lord, thy God, giveth thee," is God's third commandment to His children.

Parents, honor thy son and thy daughter with an AREA birthright and the best environment, that their days may be long and your days full of joy in the land also.

This is an AREA commandment of God's children to their parents.

You see, both are entitled to make demands, each of the other, and both have rights which must be respected, each by the other.

When these things are fully appreciated by the parents, the child has an opportunity to reveal the best that is in it. Then continue right training at the beginning of the parental period of education.

#### Baby's Physical and Mental Development

Place the baby in a little basket or bed of its own. Do not rock it. Use no pillow and place baby on its right side. Change its position when you feel it may need a change—to the other side for an hour or so. Never put a young infant on its back unless you are near it, as it might choke in this position.

Babies grow rapidly and great physical changes are perceptible in the early months of life. Sleeping without a pillow helps to keep the little body straight. When an infant is a month old it keeps its eyes open a good deal. It blinks at the light and stares and stares; yet it knows nothing. It senses hunger and discomfort from any cause.

Baby begins to exercise right, early, in life. At two months, it uses its hands, clapping and unclapping them and flinging them about. Still it stares a great deal. You talk to it as though it knew what you said, but really it does not understand you yet. At three months, it laughs and coos when you talk to it. It enjoys touching its feet to spring upward or forward.

All this time the brain has been recording impressions of you and of other people and objects in baby's immediate surroundings. Mentally, it has been changing, unfolding, very, very slowly. Baby laughs out when you play with it in its third month. It follows moving objects with its eyes. At four months, it has one tooth, sometimes more. It laughs and crows and makes bubbles and clasps its fingers about a rattle, but is quite likely to let go of it. It has not learned to hold onto it. It kicks vigorously and throws itself about so suddenly and with such force one must be



watchful and keep a hand always at its back to avoid a fall when holding it.

#### Outdoor Life for Baby

One should have a snug strap to keep baby from slipping to the floor, as it is liable to fall through from the high-chair to the floor when it is doing its frequent right exercises through kicking, crowing and the shaking of its fists. Still it cannot say anything, but seems to know mother and father and laughs at little brother or sister when they come near. But it does not say "mama" or "papa" yet. The little brain continues to receive impressions through the retina of the eye and through the other senses. It sensates and images again and again before it gets a concept of an object. Baby's mental life so far is spent on the first and second steps of its veiled mental stair-case.

You have short clothes on it now, at six months, and you place it on the pillow or rug on the floor, where it may roll over and kick as much as it pleases. And now you are letting it sleep out of doors when the weather is pleasant. If you have a baby-cab with a closed top, a warm, sheep-skin cover, warm coat, cap and woolen leggings, with ice-wool veil, an AREA baby will thrive to sleep on the sunny south side of a building, even in bitter winter weather. I've tried it and gathered a bunch of human roses each time baby was brought in after her nap. The grocer used to come in, slapping his hands from the cold, and say I ought to be reported for keeping my baby out in the cold. But you should have seen her chubby, rosy cheeks and bright, smiling face. It was not a common custom then. Unless your baby is delicate, out of doors is better than indoors any time, except when it mists.

#### Take Joy in Your Work

Baby is good as gold, you say. He sucks his fist or his thumb. Have you not noticed that he tastes everything he can reach now? Everything goes to his mouth. The sense of taste is teaching him much. Baby tests everything, even his pink toes. Keep a piece of orris-root handy for baby to bite on.

Prevent extremes of temperature in the room where baby lives. Everything a baby

wears or uses should be spotless when possible to have it so. There are many who do all of baby's washing themselves, and white things soil easily. But, even so, a baby has the right to demand that he be kept sweet and clean. His clothing should never be fancy and lace-bedecked. Simplest white is most becoming to babies. They are so beautiful in their innocence and purity that really it is an insult to add frumpery where simplicity is most appropriate.

A regular time for the bath, a regular time for the nap, outdoors, if possible, a regular time for drinks of water—pure, fresh water is best. When not certain of its purity, boil it, or use distilled water. A great many little babies cry because they need water.

There are always many people to tell the young mother what she should do for baby or what she ought not to do. So many will tell you they have heard this, that or the other is good for this, that or the other trouble. Listen only to those who have had experience.

With the start an AREA baby gets, only a few general hints are needed to bring baby through his babyhood. They are: Sanitary environment, even temperature, good ventilation, regular habits.

A young mother teacher will expect to devote nearly all of her time to her young human plant. She will not regret a moment so spent. You must expect to find those who have been unwilling to assume like responsibilities who will try to make you feel sorry for yourself because your life is so changed from that of the young wife and so far removed from girlhood.

But let such enjoy their card-parties, dances, their hair-dressing and their diamonds, and no children. Lap-dogs do not take the place of children. You are engaged in the world's best work and you will subtract from the dignity of your profession of scientific motherhood if you permit even the semblance of a shadow of regret to creep into your consciousness. Never pity yourself. To do so is to weaken one's self. Laugh, sing or play yourself back to endurance and strength of character. This is the only attitude for the mother teacher to take. You are special-

izing on God's greatest product. You must expect to be fully occupied. The one who tries to tempt you back to a material existence may be reflecting her own mental state, that of self-pity. "Misery loves company." You have no time for negative mental states. Avoid surroundings or people who cultivate them. When you feel one coming, get very busy crowding it back by singing, laughing and manufacturing mental sunshine.

#### Forming Right Habits in Baby

On the other hand, many young mothers are extremely happy with their children and are apt to devote themselves so exclusively to them that they forget they are wife as well as a mother. These take up all the time with their children, evenings, too. You should reserve some time for yourself and husband. This is another reason why you should not neglect right training in the beginning. It is so much easier to prevent wrong and keep right habits regular. It is so much more difficult to stamp out negatives and re-make the regular habits. When baby has never known any other hour than six for bed-time, and at seven months sleeps all night through, you will have the evening to spend as you like. We never knew what it meant to stay awake nights with our children, either traveling or at home. The habits of right living were so well formed and adhered to that our children have ever been a pleasure to us.

Establish a daily program and only change it as the growth of the baby demands that it change. At first it sleeps so much it is very easy to arrange the program for the first month. A sleeping place of its own—something to eat once in two hours—bath at nine a. m.—after the bath a drink of water, not too cold—clothes put on—then placed in basket or carried outdoors to sleep until next feeding time. This repeated until five p. m. Then undress, bathe lightly and place baby in basket for its night's sleep. After a few months baby will sleep all night without a drink.

As baby grows you will need to supply it with little toys and playthings. For a baby of from four to six months a large bow of light blue or pink paper or ribbon suspended from a cord tied to the chandelier has been known to keep baby happy

and amused while lying down for a couple of hours at a time. Little rubber, preferably red rubber, toys are good. I like toys that are pretty for children, myself. The grotesque wooden objects shown so much in the shows lately are repulsive to me, and I cannot see how a child can take impressions of beauty from such ugly objects. A little baby, of course, does not know the difference. But a child of two or three years should have pretty things to play with. A little child enjoys a clothes-pin or some empty spools quite as well as silver rattles or silver bells.

#### Wisdom in Training Baby

It is not wise to talk a great deal to a little baby. Its little mental life should not be forced. It should unfold naturally. Some parents do not know this, I am sure, for they are anxious to have their children precocious and brighter than other children; so they do the very things to produce the opposite result—jump them about and talk a whole string of nonsense to little minds that are still dormant.

Once, while taking a trip on a Hudson River steamer, a proud young father came into the salon with an infant in arms. It could not have been more than two months old. There was a band aboard. The band began to play. Father walked over with the baby and stopped in front of the large horn. The baby was very delicate-looking. It was obliged to take the full blast of sound and breath as it came forth from the powerful throat behind it. Poor little babe! Its eyes fairly rolled back in its head; then it cried and cried. Father said: "There, there, don't be afraid. That's music. It won't hurt you." But the baby still cried.

A little baby should be permitted to sleep as much as it will. It should have no undue excitement. On the other hand, if baby is normal it is quite unnecessary for everything and everybody to keep perfectly quiet while baby sleeps. If you do as usual, have music in the house every evening, the baby will become accustomed to it and sleep on just the same.

#### The Basis of Habit

Why all this talk about habit forming for infants? It is best for two reasons: First, that you have time for greater effi-

ciency in the care of the home—time to devote to your husband when he returns from the day's work, time to devote to your own self-improvement. Second, you are making a firm foundation for baby itself.

Right habits are formed through suggestion. Through heredity we inherit at birth the faculties, qualities, tendencies and habits of all past environments. Now, an AREA baby gets, beside, suggestions for positive habits during its prenatal period of education. Then, if in the beginning of the parental period of education we follow up this instruction with suggestions from the best environment and actual practice of positive habit in a daily program of right living, we are paving the way for great efficiency in the child grown tall.

You begin to form the right habits for an infant when you feed it at regular intervals, bathe it at a certain hour, give it water at regular intervals, put it down to sleep, etc. Why does repeating these things over and over again bring about fixed habits? This is why: "The basis of the nervous system is the brain and spinal cord, which are composed of nervous tissue. This nervous tissue is especially endowed with the property of plasticity, or the tendency to yield without breaking."

Everyone has a nervous system, wonderfully plastic and ready to yield to mental forces and the dynamics of the soul. "Of course it is true that the nervous tissue composing the brain, the spinal cord and the nerves is more plastic in early life than later on." And so, by actual practice, you will begin to form these habits necessary to right living before baby can think them out for himself, and when he is older and can think, he will unknowingly keep on repeating and practicing them.

There are two classes of habits—bodily habits and mental habits. You will be caring for the bodily habits in the infant. When baby has formed concepts and begins to reason you will further assist him by helping him to form the three kinds of mental habits—its intellectual habits, or those in which the knowing power is strongest; emotional habits, or habits of the feeling powers, and volitional habits, or habits of the will.

We shall speak of these habits again when we are dealing with older children. The bodily habits have been our topic this time, because baby does not think yet.

#### Best Environment for Children

Now, the best environment must include fresh air and sunshine. So, if you are living in one of those sunless, stuffy bedrooms on an inner court in a city flat building, do the best you can, Mother Teacher, to change to rooms that have a sunny exposure and direct fresh air. Make sacrifices to obtain these life essentials for your child. You owe it this more than you owe it fine raiment. The best of city environments have a hard time to produce children who are not ænemic. They are more like hot-house plants than thrifty, outdoor plants. A little house, a patch of grass, a few flowers, a kitten or a puppy, or some baby chicks when baby is walking will be enough of happiness, provided the other essentials for best environment are not lacking. The essentials are sunlight and fresh air.

#### City or Country?

Many things increase your responsibilities. Which will you have in the reading in the morning paper of an extract from the *Cleveland Press*? It says:

"They have measured 1,723 young men at Cornell University to find out how country and city youths compare. Here is the score: Country boys taller by half an inch, heavier by three and a half pounds, with slightly greater chest expansion. City boys have better powers of mental concentration. At the piano they found that the country boy plays more poetry into his music because he is thinking of the woods, the birds, the streams and the fields; but the city boys play more human feeling and sentiment into his."

The net result is that both are all right, and the country boy a little bit more so. Which will you have?

Is it not true that the well-educated country boy is frequently a big business success in the city? It looks, in this experiment at least, as though the physical proportions of the country boy were nearer the standard for endurance than those of the city boy. The city man knows human nature better, but the country boy knows Mother Nature as a close friend. After

an intimate friendship with our earth parent, the book of human nature is not so difficult a one to read.

Now, baby needs fresh, sun-filtered air and pure water from the day its education begins, so live in the country if you possibly can do so.

If you are not able to make a choice of sunny environment make the most of the environment you have. Keep sanitary.

Court simplicity in everything.

Eliminate non-essentials whenever possible.

In entering a new environment one is most impressed by the order, cleanliness, choice of color, good lines in furniture and art objects, such as clocks or vases. It perhaps gives greater chance for exercising and gratifying our curiosity and esthetic sense when there is a large number of beautiful objects to sense and muse over. But is it not true that one artistic sofa-pillow, one well-chosen picture in an appropriate frame, one flower vase of good lines—enough furniture for the needs of the family, rightly placed in a room, one representative magazine or book, will mark the qualities of the

individual or family who dwells therein quite as much, and then we are able to take the measure of development more easily and in shorter time. Then think of the time saved for the broader view and the higher pleasures to be gained from frequent visits on the top steps of our mental stair-case.

So material things in great numbers and at great expense are not necessary for the attainment of happiness. The indispensables for finding it are positive thoughts and radiant AREA personalities.

Add a musical instrument—an instrument of some kind, be it bones, accordion or grand piano. But music you must have in some degree. "Music is the absolute language of the soul."

• Music is an essential in happy home life. Mother or father teacher singing a choicely worded lullaby as baby falls asleep is one of the sweetest, tenderest strains of music one ever hears in this life. It is all gratifying to the needs of baby life. Music so satisfying that false tones do not mar it, lack of technique does not jar it, and who knows but that the world runs in rhythm in its pathway because of it?

## En Voyage

Rocked in the Harbor of Midnight,  
 On the golden gondola of dreams;  
 All still were the breakers of daytime,  
 And star-spangled the bay with the gleams  
 Of beacons from subconscious shore-line;  
 While far sweeter than kiss of a maid,  
 Were wafted the strains of soft music,  
 The glad song of a soul—unafraid.  
 The night-wind of courage caressed me,  
 And full-bosomed the sails of my bark.  
 I had been afraid of the channel,  
 With its shoals of grim failure at dark.  
 The All-in-All guided the rudder,  
 And we sailed from the harbor at dawn.  
 I looked for the shoals and the breakers  
 Of Failure and Fear—they were gone.

—By *W. A. Mackensie, M. D.*

# Harrington Emerson, Efficiency Engineer

By THOMAS DREIER

**A**FTER a while," said Philip D. Armour, "we shall see other fortunes made, like mine has been, out of the things we now waste . . . It looks as if I had packed everything but the last breath of a hog; but according to this idea, the boys who get all there is in that last breath will have a bigger business than mine. . . . We are at the beginning of things, not at the ending. With scientific business methods I would rather have the dump of the mines than the mother vein, if I had to handle the mother vein in ignorance."

To teach the world how to handle men, machines, materials, and methods wisely and not ignorantly is the work of the efficiency engineer. To eliminate waste in industrial institutions so that men shall work less hard, receive higher wages, and deliver a cheaper product is the immediate mission of Harrington Emerson. His ultimate ideal is to put into operation a practical philosophy that will so adjust all human relations that happiness for all will be the resulting product. That, of course, is an ideal that he will never reach. But he knows that it is only the man with an ideal of this kind who can always move forward. By journeying toward a practicable yet at present unattainable ideal he can reach and leave behind attainable ideals to mark a path which others may follow at less cost.

## The Practical Nature of an Ideal

"An ideal," says Edward Howard Griggs, "is the most practical thing in the world."

And if there ever was a practical, profit-producing, business-building, commonsense, scientific idealist in this merry old world, Harrington Emerson is that man. He is no dreamer who watches time ooze by. He knows that time flows like a stream in the spring and that the wise man is he who uses it to turn factory wheels, to grind grain, to manufacture light, to irrigate fields of ideas that make for human betterment and for the increase of happiness.

His life stands out as a monument to action. From the time he was nine years old

he has been a wanderer over the face of the earth, his keen eyes gripping information and storing it away in the storehouse of memory, observing, reflecting, comparing men, materials, and methods as he has seen them under various conditions in all lands.

The son of a Presbyterian minister, he was born in Trenton, N. J., August 2, 1853. His mother was an heiress who was filled with a desire to give her children the kind of education which Europe at that time alone offered.

From nine to twenty-three therefore, Harrington joyously partook of the educational offerings of the best European schools, finally graduating as an engineer from the Munich Polytechnic. In addition to his engineering knowledge he had found time to pick up a working knowledge of nineteen languages, thus fitting himself right royally to become Professor of Modern Languages in the University of Nebraska.

During those educational years his parents spent much time and money wandering over the earth, taking with them their children, of whom Harrington was the eldest, training them in the art of accumulating accurate information at first hand. Scarcely a nation was left unvisited. Not only did they follow the main-traveled roads, but more than once did they penetrate into the interior and live there as the natives lived. The natural curiosity of young Harrington was developed until he became a human interrogation point. He wanted to know. He wanted to be given reasons why. From this he has never recovered.

## Getting a University Down to Business

The University of Nebraska, to which he came immediately after his return, was in comparison with German schools about as mediæval as a school could be. It was regarded as legitimate spoil by various religious denominations, each of which demanded representation on the faculty. Students were graduated, not because of educational fitness, but because they were good Methodists, Presbyterians, Congregationalists or what not. No records were

kept. The god of Chaos was the only god worshipped by all professors.

Coming from Germany where system was very soul of institutions, young Emerson found his sensibilities rasped by these conditions.

Filled with youth, energy, plenty of self-assurance, overflowing with confidence, not at all afraid of work, he speedily became an insurgent.

To teach him his place, as the Senate once thought to show Senator LaFollette his place, the president sought to keep him out of mischief by loading him with work.

He was made secretary of the faculty, registrar of the university, given the limit of work in his department of modern languages, and in addition was asked to help organize the engineering department.

He revelled in this work. He knew what the shortsighted president and his followers in inefficiency did not know, and that is that the secretary of the faculty and the registrar of the university have dangerous powers which might be used to dominate the institution.

Before the advent of Emerson students had been graduated because they were good orthodox religionists. Some were in danger of losing their diplomas because they risked their souls by indulging in the heinous, hateful, monstrous and corrupt practice of smoking cigarettes, attending theaters or dances, or worst of all, drinking beer.

With Emerson as registrar, professors were forced to give scholarship records and it was upon these and these alone that students were given diplomas.

The president tearfully expostulated with the registrar, telling him that system was an excrescence and that records were an abomination before the Lord. The efficiency-loving official patiently and lovingly pointed out that the state laws compelled him as registrar to keep records. It grieved him, of course, to cause the president such anguish, but he really had no choice.

Six years later all this ended in a general upheaval which caused the regents to toss out both parties and install an entirely new faculty. But the principles for which Emerson and his associates had fought for six

years were adopted and used by the new staff.

#### In the University of Hard Knocks

The next twelve or fifteen years offered an infinite variety of occupations and experiences. He was employed in engineering work by the Chicago, Burlington & Quincy Railroad, did surveying, timber-inspecting, mine-inspecting, homesteading, farming, bossing construction gangs, town-site platting, everything that the building of a railroad through a new country offered in the way of work was his.

He learned how railroads are built from the ground up.

He knew the problems that confronted the engineers and the troubles that agitated the laborers. All this he did without knowing that at a later day in a larger way the knowledge would prove of inestimable value.

Then came a year, from 1895 to 1896, when he represented an English Syndicate looking for safe American investment opportunities. He studied mines, timber claims, various manufacturing plants, bridge-building projects, everything big that desired capital. It was while engaged in this work that he discovered, in his study of the books and records of these various enterprises, how woefully inaccurate and useless the average record system is, and he learned, too, of wastes in the energy and time of men that caused his eyes to open in astonishment.

This work carried him over the width and breadth of this land and into Alaska. Everywhere he discovered the same waste, the same lack of system, the universal ignorance of the principles of efficient management. He wondered.

#### Some Political Experience

Then came politics. Bryan was his hero. He volunteered his services and speedily found himself chief of a staff of seventy spellbinders.

The country was divided like a checker-board and the Bryan vote in each state and section was estimated.

Mark Hanna, representing the Interests as the Interests had never before been represented, managed the Republican campaign. The result is history. That the Democrats received the number of votes

they expected, that this number of votes spelled victory for them, but that in every state where Mark Hanna was active more votes were polled than there were voters—these things, as Mr. Emerson points out, were not known until it was too late.

That one experience disgusted him with the American political game in which the people are but pawns in the hands of wily leaders working for selfish interests.

Many journeys to Alaska followed, serving always as an expert engineering adviser to capitalists interested in the development of Alaska's natural resources. He was also employed in the survey work preceding the laying of the Pacific cable.

On his return to the United States, among other things, he found himself employed in the Holland submarine boat experiments, here making the acquaintance of capitalists who owned a woven-wire glass factory at Port Allegheny, Pa., that had not only failed to pay dividends but was on the road to a speedy failure.

For the next eight months, until 1903, we find him general manager of the Appert Glass Company, wielding absolute authority, except for suggestions from a very wise president.

#### The Birth of the Great Idea

Here was born the idea that has made Harrington Emerson one of the foremost, if not the foremost efficiency engineer in the world.

"How much glass," he asked an assistant, "is broken in the cutting room?"

"About fifteen per cent," was the answer.

"I'll bet that percentage broken is nearer forty?"

His assistant laughed. Mr. Emerson insisted that the correct amount be determined. Forty-seven per cent was the amount broken.

"What can be done to remedy that?" Mr. Emerson demanded.

"If we fired those no-account, cheap cutters and hired some first-class men, we'd improve that record in a hurry."

"Can you get first-class men?"

"Sure, I can."

"Then get 'em and get 'em in a hurry."

Twelve cheap workers had been employed. They wasted over forty per cent

of all glass that came into the cutting room. Eight first-class workers took their places, the breakage dropped to ten per cent, and the output was increased fifty per cent. The workers were divided into two shifts, and, without even the slightest suggestion from Mr. Emerson, the two started to race. This they did without extra pay, doing it from pure love of winning the game.

Other wastes were cut down or entirely eliminated, more work was done with greater ease and at less cost, the business began to make a profit out of what had been loss, the new manager enjoyed his work, liked the town, intended to make the place his home and the glass business his profession—and just at that time there came into his office a man who for thirty years had been manager of a leather plant that had been absorbed not long before by the Trust. He wanted a job at \$1.50 a day. He was too old, he said, to learn a new profession. He wanted enough to pay his simple expenses.

Said Emerson to himself, "Here is a man who until to-day has been my equal in position. Now he finds himself, after thirty years of service in one institution, thrown out to make way for a younger man. The same thing is likely to happen to me. If I don't get out while I have the ability to move forward, I'll be asking for a day laborer's job. Here is where I resign and move to a big center where I can play a big man's game in a big way."

He carried his efficiency idea away with him. "I shall become an efficiency engineer," he said, "and will help others eliminate waste and increase efficiency as I have done it in this little plant."

#### Efficiency in a Railroad Shop

In 1903 he sought to apply his principles to the shop of the Union Pacific and for a few months was employed. The Atchison, Topeka & Santa Fe road however, seemed to offer the greater opportunity. After consultation with President E. P. Ripley, he was engaged as Counseling Engineer to work for Vice-President J. Kendrick, without executive position or authority.

More unfavorable conditions under which to work can hardly be imagined. The machinists were on strike, the shops



were quite generally without employees, the equipment was run down and crippled, and everywhere there was hostility of employees toward employer.

Three problems had to be solved: Physical, financial, moral.

Physical—to repair equipment promptly and adequately in run-down shops, most of the employees not only striking but very hostile.

Financial—to check the increase in expenses.

Moral—to eliminate radically and permanently the strain and hostility between employee and employer.

These problems had to be solved in 20 shops in 12 states, on 9,000 miles of road, with 12,000 disgruntled employees, 1,500 locomotives and 50,000 cars.

A staff organization was created to investigate and analyze facts, and the new staff and the old line were persuaded to co-operate in applying to all work, from item of operation up, the Emerson principles of efficiency.

A start was made in the Topeka machine shop. The matter of belting seemed insignificant. At that time old belts that had been singed and water-soaked in a wreck and refused by consignee, had been forced into the shop by the road's claim agent. These were continually breaking, machines and men were thus compelled to lose time, repair men were kept active,—the cost was \$12,000 a year. This cost was cut to \$630 under the Emerson management.

Other problems were taken up.

Engine failures were reduced—a "failure" being any trouble that causes a delay of five minutes or more to a train. Through delayed repairs twenty-five per cent of the power was out of service. This was reduced to thirteen per cent.

All the time work was being done by all the officials on revision of grades, new designs for engines and cars, in water purification, in welfare work that decreased and finally eliminated the hostility of employees, and in formulating a pension system for employees who had reached sixty-five, a certain pension of from \$20 to \$75 a month being paid, according to the pensioner's former salary and length of service with the road.

A definite and equitable hourly wage, authorized by Mr. Kendrick, was paid each man without regard to efficiency.

#### The Bonus System

Definite time unit equivalents were stated in advance for each operation assigned by which each man had to give a fair hour's labor for a fair hour's pay. This is one hundred per cent efficiency. Those who attained this received an addition of twenty per cent to their wage. At ninety per cent the bonus was but ten per cent, and at sixty-seven per cent efficiency the bonus stopped.

Foremen were paid on a basis of the average efficiency of their men and superintendents were paid in like manner.

The result: Increased interest in the work on the part of the men plus a greater amount of work turned out. In 1910 the employees were paid \$1,250,000 in bonuses in addition to wages.

There have been no strikes and no talk of strikes.

Annual locomotive repairs have dropped \$1,000,000. During a period of three years, in which from \$200,000 to \$1,250,000 were paid in bonuses, the entire system made net earnings of over \$5,000,000, or nearly \$2,000,000 a year.

In 1904-5 the average locomotive repair cost was \$4,165. Mr. Kendrick wanted to cut that \$1,000; the bonus plan and the efficiency principles cut it to \$3,037. On a difficult division the miles run between locomotive failures was increased from 4,377 in 1902 to 20,000 in 1909.

Do you think it would be easy to persuade those folks that the Emerson principles of efficiency are of no value?

Take one of the workers who earned \$70, saved only \$5 out of that, or \$60 a year. Under the bonus system and because conditions were improved and an incentive to work held before him he raised his earnings to \$91.

Will that man leave? Will he stir up trouble? Will the road permit a foreman to discharge a man of that efficiency?

Not a bit of it.

To hold to one another is the desire of both worker and employer. One receives a fair day's pay and the other a fair day's work and both are satisfied.

"The co-operation of the workman," says Mr. Emerson, "can be secured by appealing to some of the strongest human instincts—some urging him forward, as ambition and hope, an increased wage rate set by himself, pleasure in work; others impelling him from behind, as apprehension of discharge.

#### Getting the Co-operation of the Workmen

"Very hard and extremely exhausting work is not an evidence of efficiency. It is not because men do not work hard, but because they are poorly directed and work under adverse conditions, that their efficiency is low.

"There is little difference between good handling of equipment and good handling of men. The rules that apply to one case apply to the other. In an efficiently managed shop no one and no conditions will be permitted to damage a worker of high efficiency any more than they will be permitted to take a sledge hammer and destroy a costly machine."

"What are the results of shop betterment for the employee?" I asked.

These were given in answer: To shorten the hours of labor; to enable each man to determine his own earning capacity; to increase earnings; to do away with overtime; to make him self-reliant; to add to his value as he grows older; to add to his comfort and safety in the shop; to harmonize relations with the employer.

The employer gets these results: A decrease in cost of production; less delays on each job; less careless wastes and breakages; an increase in output for same investment of capital; the securing of a higher class of employees; and harmonious relations with employees.

#### Some of the Results

Efficiency management, such as Mr. Emerson advocates, does these things: Selects men who find pleasure and delight in their work; guarantees them a basic hourly rate; gives them higher pay from year to year; pensions them at the end of service; gives them many opportunities for promotion; and gives a graduated efficiency reward to every worker from apprentice-boy to president.

Twelve fundamental principles underlying his work are: Definite plans and ideals; supernal commonsense; competent guidance; discipline; the fair deal; the despatching of work; reliable, immediate and accurate records; determination of standards; standard practice instructions; standardized conditions; standardized operations, and efficiency rewards.

#### How the Plans Work

A concrete example or two illustrate some of these in practice.

In a repair shop a piece of steel the size of a visiting card was on the shaper. Although an inch and a quarter would have been sufficient the stroke was actually four inches, and its speed was not more than a third of what it ought to have been. The tool had a diamond point and was taking off but a sixty-fourth of an inch with each stroke, when the use of a round-nosed tool would have taken off one-sixteenth. The operator took off four cuts, each a mere film, when one rough cut and a scraping finishing cut would have answered. The total efficiency of the operation was but 1.25 per cent. It took eighty times as long as it should.

On the Santa Fe it took one man an hour to oil the trucks of a car. By the introduction of a compressed-air oiler two men oiled the trucks in five minutes.

In a big locomotive shop 75 per cent of machines that had been used for 20 years were relocated. This, with other eliminations of waste, doubled the output with less labor costs.

A foundry made big cylinder bushings. The original castings used weighed 1,780 pounds, the machine casting weighed 375 pounds. It took three days to remove 1,405 pounds of cast iron. It took less than a day when rough castings weighing only 600 pounds were used. To make a finished casting in the old way cost \$92.20. When commonsense was introduced into that shop the cost descended to \$31.00.

A fool could have solved that problem, say you!

Perhaps.

The fact remains that the men in charge didn't solve it until an efficiency engineer showed them the problem and the way to solve it.

Greater by far than a mere money-making idea is this of Harrington Emerson's. It is essentially moral. It is a character-builder as well as a business builder.

#### Broad and Deep Scope of the Work

"Efficiency," says Mr. Emerson, "may perhaps still be destined to yield the basis for a higher and more universal morality than that afforded by either ancient religions or modern philosophies.

"If we could eliminate all the wastes due to evil, all men would be good; if we could eliminate all the wastes due to ignorance, all men would have the benefit of supreme wisdom; if we could eliminate all the wastes due to laziness and misdirected efforts, all men would be reasonably and healthfully industrious. It is not impossible that through efficiency standards, with efficiency rewards and penalties, we could in the course of a few generations crowd off the sphere the inefficient and develop the efficient, thus producing a nation of men good,

wise, and industrious, thus giving to God what is His, to Cæsar what is his, and to the individual what is his."

A high ideal, say you! But, as you know, "A high ideal is the most practical thing in the world."

Emerson is only proving the truth of that in his own efficient, profit-producing, man-building, happiness-creating way.

His idealism pays. Leaving the Santa Fe in 1907, he went to the American Locomotive Works. Then came the panic. Work in his line ceased with the locomotive company.

Without hesitation he immediately organized The Emerson Company (New York.)

Men called him a fool to attempt that at such a time. He is a man of great faith. He proved "According to your faith be it unto you."

He has succeeded by helping others to succeed. Truly a Master Servant is this big, quiet, silent, lovable man.

## The Salesman Must Help the Advertising

By JEROME P. FLEISHMAN

THERE'S a *negative* and a *positive* way of doing everything—even in talking to a prospective customer after advertising has brought that customer into your store.

A friend of mine, desiring to buy a typewriter for home use, asked my advice as to the merits of the various machines on the market. I told him what, in my opinion, was the machine best suited to his needs. He bought one. But before doing so, he made the rounds of several typewriter agencies and gave the house salesmen a chance to prove *their* machine better than the one I had recommended.

To a man, every one of them waded into an elaborate verbal "knocking" of every typewriter in existence save the one *they* represented. Not a single selling argument was advanced in favor of the particular machine *they* wanted to sell. The "selling talk" consisted of long-winded depreciation of the other fellows' product. And the man who wanted to buy a typewriter began to doubt the honesty of *all*

typewriting machines, including the one each of these salesmen was supposedly trying to sell.

You see, this proves what I have been contending for a long while: that honest, intelligent advertising is a power, but to produce its maximum results it has got to be backed up by *honest, intelligent salesmanship*. Typewriter advertising is all right, but, if my friend's experience is typical, typewriter salesmanship is doing an awful lot to kill the effectiveness of the advertising.

The printed word is a powerful getter of business, Mr. Advertiser. Use it. Keep your name and your goods before the great buying public—even if you can't afford anything larger than a want ad.

Advertising will bring people to your store. After that, it is up to you to see that you talk in person as wisely as you do in print. Then, and only then, will your advertising pull one hundred per cent strong.

# The Modern Merchant

By S. L. KREBS\*

## His Real Place in Present Society and His Function for the Future

*This is the first of a series of articles by the eminent psychologist and commercial educator, Stanley Le Fevre Krebs, Ph. D., President of the John Wanamaker University, Philadelphia, Pennsylvania. Dr. Krebs has been a student of business in all its phases for a number of years, and for the last several years has been connected with the business of Mr. John Wanamaker, one of the greatest of modern merchants. He is accordingly well qualified to write upon the scientific and practical phases of the subject of modern merchandising.—Editor's Note.*

### CHAPTER I.—INTRODUCTORY.

**H**AVE you ever seriously thought of the dignity of merchandising? Of the importance of this buying-advertising-selling agency in society? The wide usefulness of this common thing of "store-keeping?"

Merchandising is either worthy of one's enthusiastic life-work or it is not. It is either an honorable method of serving our fellow-men or it is not. It means either individual expression or in individual suppression. It deserves our devotion for life just the same as any of the recognized and honored professions, or else it does not. In dignity and worth it is either on a par with other human avocations, or else it falls below par.

What is the grade of merchandising? What is its place or scale in the order of human activities? Where does it belong?

Does the word "merchant" connote a less honorable factor in society than the words "lawyer," "artist," "professor," "physician," "minister" or "statesman?"

#### The Current View

A considerable number of educated young men in one of the leading churches of a great city debated recently, seriously and long, the question whether a *moral life was possible* to men and women engaged in mercantile business. A negative decision was rendered!

It becomes interesting, then, to institute

a course of inquiry as to exactly what a business or commercial life is and ascertain in what respect it "prevents the proper development of the individual," as the debating society referred to decided it did, and endeavor to discover, if possible, what relation such employment bears to professional life and society in general.

In advance, let us remark that if the nature of True Education is both cultural and utilitarian, that is, if Education develops dormant faculties and then applies them to life as it is, then a mercantile life, far from *preventing* (1) the "proper development of the individual" (as the debating society decided it did), offers, or should offer, a peculiarly practical and valuable arena for *that very development*, in which True Education consists; for "education," coming from "e" and "duco," to lead out, means the leading or drawing out or development of the faculties of mind, heart, will and body.

We know this is not the usual or current view of "storekeeping." The debating society probably represents the current view on this subject. But,

#### The Times are Changing

The world progresses; and in this moving panorama let us stand back and study the modern merchant from various viewpoints—let us walk around him while he is all unconscious of our observation, and let us watch him at work and note *the relations* of what he is doing.

#### Five Great World-Activities

There are five normal human activities, and only five; that is, every normal thing man does can be placed in one or another of five classes. That may seem impossible at first thought, but it is true, nevertheless. This fact greatly simplifies our view of the whole world-field. The five are:

1. Production.
2. Distribution.
3. Government.
4. Education.
5. Religion.

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We arrange them in that order, production first and religion last, not to suggest any ethical difference or rank between them, but simply on the basis of the number of dollars and brains invested in each—the business order.

The greatest number of dollars and brains are engaged in production; the next, in distribution; and so on down the scale to religion, which happens to have the least number of dollars and brains invested in its professional representation or exploitation, that is to say, the number of men and women *making their living* by religious activity is the least among the five.

Historians and archaeologists tell us that production developed first in the history of humanity. Man began his life on earth by producing things, that is, he either tilled the soil, raised herds, dug up minerals or made things with his hands. The things thus secured he set about exchanging for other things made by other people; and thus distribution was the second human activity that naturally grew out of the first and out of the multiplying needs of man.

The third was government, that is, rules, customs, laws, courts, armies, to regulate the relations between men established through the exchange of produce.

The next effort of man was to improve these statutes and discover still more of the powers and forces of Nature; and so education gradually came into being; and with it came moral systems, philosophies and organized religions, to temper, ennoble and spiritualize all men's relations through the power of faith in the Unseen Source of All.

We call these five human activities "fundamental," simply because they strike their roots deep into the vital needs of the race and back through all time, and survive today in all their pristine strength multiplied a thousand-fold.

We call these five, too, the "normal" activities of man. For each one is intended to *increase human happiness*.

Note carefully, that if any man is doing anything outside of these five he is *abnormal*, an enemy to the rest of us, increases human misery, and should therefore be locked up as a dangerous cell in the body social and politic.

Take the thief, for instance. He is not producing anything, nor is he engaged in transportation; government is after him, education is against him, and religion seeks to change him entirely. He cannot be found in the five fundamental normal human activities; he is outside of them; hence, abnormal and dangerous.

You will find, from a little reflection, that this five-fold or five-foot rule measures the good and points out the evil in any man's work.

### The Business World

Now, of these five, the first and second constitute "the business world," and the other three "the professional world."

The two great divisions of the business world are subdivided as follows:

- |                   |  |
|-------------------|--|
| Production into   | <ol style="list-style-type: none"> <li>1. Agriculture.</li> <li>2. Mining.</li> <li>3. Manufacture.</li> </ol>             |
| Distribution into | <ol style="list-style-type: none"> <li>1. Transportation (by railroad, vessel, etc.)</li> <li>2. Merchandising.</li> </ol> |

Merchandising, therefore, is one of the two great forms of the distribution of material products.

Merchandising is one of the *greatest activities* of our race, and has ever been such, in all times and climes.

### Great; But Unsung

Merchandising is one of the oldest, largest and most universal of human activities; and yet—how strange this fact is!—it is, and always has been, "unlauded and unsung."

Where are our mercantile poets and composers?

Why has this giant interest not produced its bards? Where is our mercantile classic?

All other human activities have been haloed by the fine arts—crowned—lauded and loved. Why has not merchandising? Is it because there is no romance in merchandising? Is it because it is selfish, narrow, petty, unlovely? Even immoral, as the debating society declared?

Is it because there is no poetry in the counting room? No "divine fire" in cottons? No afflatus in hats, shoes, underwear and gloves? Is merchandising all saturated with *selfishness*, while the labors of the

philanthropist and missionary are surcharged with *service*?

What is the grade of merchandising?

There is an answer to this question and to others growing out of it—an answer we wish to give in succeeding chapters, when we shall fairly and frankly consider mer-

chandising from some new angles, namely, from the artistic standpoint, from the psychological, from the philosophical, from the sociological, from the economic, from the educational, and finally from the teleological, that is, the ultimate, real, human or altruistic purpose of it all.

## Little Talks on Advertising

By JEROME P. FLEISHMAN

### You've Got to Stick to it to Win

SOME men try advertising as the Indian tried feathers. He took one feather and slept on it all night. In the morning he remarked: "White man say feathers heap soft; white man heap fool."

Like the old maid who has been crossed in love and who condemns all men, the man who spends a very small amount *once* in advertising that doesn't cause the dollars to roll into his coffers in an endless stream, condemns *all* advertising and says it doesn't pay.

You've got to stick to this advertising idea—no matter how little or how big you may start—if you would get results worth while.

You've got to present your business message attractively and intelligently. You've got to say something that will interest the prospective customer. You've got to say it again and again. You *haven't* got to say it in display type that can be seen two squares away. If the emphasis is in the merchandise offered for sale, the customer-to-be will find it.

Many a big business has been built up from small beginnings. Not every big store occupied thousands of square feet of floor space back in the days when the business had its inception. I know of a man who started advertising two years ago by inserting little three and four line ads. in the classified columns of the newspapers every once in a while. Then he inserted the ads. every day. Then he increased the size of the ads. Not long ago I saw one of his ads., and it occupied fair-sized display space.

That man will be a heavy display advertiser some day. And he will be able to trace the beginning of his growth back to the day when he made a small start and *kept going*.

### Say It Plain—And Say It Again

OVER in Japan they lean toward bombast in advertising. To be a good advertising writer over there a man must possess a triple plated, all-wool-and-a-yard-wide guaranteed-not-to-fade imagination.

According to London *Tit-Bits*, a Tokio draper recently announced that "Our goods are sent to customers' houses with the speed of a shot from a rifle." Some speed, that.

And one of the large stores in the same city displayed a poster inscribed as follows: "Why not visit our shops? We can satisfy every possible want of yours. Every one of our assistants is as complaisant and obliging as a father who seeks to dispose of a dowryless daughter. You will be as welcome as a ray of sunshine coming after a day of ceaseless rain."

Kind o' flowery———eh, what?

Japan isn't alone in its notions of highfalutin' language-draping in advertising. No; oh, no-o-o-o-o! Here in our own country there are merchants who weave into their printed announcements language they would stumble and fall over if used when face-to-face with a prospective customer.

Cut it and boil it and slash it and chop it, Mr. Advertiser. Distill that maze of words until there remains only the *essence* of common sense. People are not interested in your family history. They *are* interested in what you have for sale, provided your goods and your prices are right.

Tell them just that—tell them about your goods and your prices and your store service. And let the best newspapers in your town carry that message again and again. Back up your printed words with courtesy and honest goods and a real effort to serve. That way lies Success—the only kind worth while and the only kind that is permanent.

# The Straight Road

By N. H. WILLIAMS

**Y**OU have heard of explorers losing their way and traveling for days, only to find with utter dismay they had been making making a circuit and had returned to their original starting point. Travelers lost in dense forests have owed escape to their carrying a long light pole ahead of them, watching zealously that nothing permitted them to deviate from a straight ahead course.

Picture an afternoon in June with the hills in yonder distance. Note carefully the sky and by looking closely you can discern the bird in the air. By following it a few moments you will see it is traveling in a circle, around and around. Yes, it is a buzzard, carrying itself slowly and lazily, contemplating the carcass it soon will devour. Ever and always in a circle, around and around.

We see and know many people whose lives are spent in just this fashion. Like the horse in the tread mill; they are in action but never get anywhere. You see them one time, perhaps months or years roll around before you again meet, to find them exactly where last seen, so far as growth of soul, or that of secondary consideration, position, be concerned. With the performance of methodical work fairly well done they seem content, having absolutely no regard as to what the future holds in store for them.

Their mental compass has grown rusty from lack of use—if that practice was ever indulged in. Through neglect to hold themselves up to a certain requirement, gauge or standard and measure up to it, just as steadily as the needle holds to the pole, their pathway and that which was their set purpose at the beginning have been lost to view.

Be cautious lest you become fettered and encumbered with a satisfied feeling in the doing of routine work.

Remember that the worth of each of us, your value and my value, is dependent wholly upon the results we individually produce.

Look well that tomorrow's results show gain over today's accomplishment.

Thus as the months and years go by we stand where only those who have achieved as much, or more, can remain. That salesman who sets a certain mark at the beginning of each month as his goal and works each and every day with that in view, refusing absolutely to permit anything to keep him from his attainment will come far nearer reaching it, than he who "intends" to make up tomorrow, for business lost today.

An evening's thoughtless entertainment, out of which no possible good can be derived, is often held in higher regard than a cultivation of those finer and higher qualities which must be and are evident in the make-up of those who go to swell the number of good, substantial men and women.

Those who have dipped their cup of experience into that spring of conscientious toil and thought and drunk deep thereof, are the stronger for all they have endured. They are the ones who never fail to make their mark. Their progress is as steady and regular year after year, as the ticking of the clock. Those who would have and be, must be willing and prepared to pay the toll.

You naturally want to make progress; we all do. The world is big; the opportunities are just in proportion to our ability and efforts, but lets be sure we are on the main track for a definite destination and not on a sliding in grave danger of colliding under full speed with the switch ahead.

Just as the brake is a most valuable asset to a heavily loaded wagon when making a steep descent, so I hope this will be with each of you. If it be the means of a closer and deeper self-examination with a careful study of the future, it will have served well its purpose.

The period of greenness is the period of growth. When we cease to be green and are entirely ripe we are ready for decay.—  
*Bryan.*





### Wiggins' Ultra-Stellar Journey

I HAVE been sitting here for an hour trying to think of a figure of speech that will make you see Wiggins as we saw him that night.

The first thing that came to me was a big, solid, reinforced concrete building I saw up in San Francisco right after the big fire.

The earthquake had taken the thing in its teeth and shook it as a terrier shakes a rat. But, while the frisky quake (no pun intended—Wiggins has a prejudice against them, and this is his story) may have splintered some of its dentistry on the pile, it didn't so much as loosen a window-sill. No chalky streak in that structure.

Then the earth had most astonishingly yawned, without so much as an apology, and drunkenly reeled away from the very feet of the big edifice. But, upright and placid, it had not budged. Its footing was upon solid rock.

Along came the fire, leaping and exulting, roaring and hissing its challenge to finish fights—and then licking millions of dollars worth of improvements off the face of acre after acre of high-priced real estate without waiting to see whether the challenge was accepted or not. But our building calmly accepted the defi and fought the fire to a standstill without the loss of a tile from its roof.

Before the fight with the fire was over, the military dynamited a great brick hotel across the street from Wiggins—the big building, I mean—and threw tons of flying building material right in its face. That took out some of the windows, but the structure itself was as good as new. The cement and little bits of flint with the ribs and backbone of steel barely quivered.

Now I thought that was a mighty good figure, but I couldn't finish it, somehow. You see Wiggins, after meeting all the big troubles that had been coming to him, up to that night, came mighty near going to pieces fretting about some little ones. But that is the story, and you will have to wait until I have worked out this figure of speech.

### Wiggins Has His Troubles

The next analogy that came to mind was a majestic live oak in the Arroya Grande at Los Angeles. It had solemnly gloried in storms, drawn sustenance from floods, grown great in the blistering heat of the sub-tropical suns, and even short-circuited to earth a few stray bolts of lightning, rare as that plaything of the elements is in Southern California. But it was all but sent to the happy hunting grounds of trees—if there is such a place—by a naughty little parasite that men hunted with a magnifying glass.

Well, that is a pretty good figure, even if it does require a little stretching here and there to cover the case.

From all this, you will begin to gather that our staunch and sturdy Wiggins had felt the buffetings of an unkind fortune.

Well, it was a good deal like that.

First of all—to recite the grewsome details—he had fallen out of our win-or-die annual golf tournament in the first round. Knowing Wiggins as you do and knowing what that match meant to him, you must take off your hat to a good sport when I tell you that he did not even express dissatisfaction with his luck because he happened to draw Flushton as his opponent, although that blonde giant afterwards carried off the silverware.

Then, urged by his fond and fatuous friends, he had been a candidate for commissioner—and had learned the sensation of being struck squarely in the midst of his self-esteem by a political landslide. But, when the dust had blown away, there stood the old Roman, somewhat battered, but ready to try it again.

#### The Troubles Multiply

Well, after that, the weather thickened viciously in Wiggins' sky.

Fire carried off a flat building that had made him doubtful about the single tax—especially when the checks for the rent came in. And because one of his tenants hadn't been exactly fussy about gasoline, poor Wiggins couldn't collect the insurance.

His beloved saddle horse had gone lame, and the veterinary was beginning to shake his fat head over the case.

He had to supply golden oil to a pair of legal luminaries who were steering his ranch property through a maze of litigation.

His mother had been ill for some time, and made but little, if any, progress toward recovery.

His brother Reggie, was just beginning to be self-supporting, and to make a man of himself, when the store where he was working got the sheriff for salesman, and Reggie took to talking politics at the cigar store.

Then, Wiggins was in love—ponderously, seriously, solemnly in love—just as you would expect him to have the affliction. And Ada Cricket—yes it was she—is just as lively, gay, nimble-witted, and apparently frivolous as good old Wiggins is serious. You know the answer to that—it reminded us of a bull trying to catch a butterfly. And Wiggins couldn't see the fun in it at all. He spent a good many nights in gloomy pedestrianism when he ought to have had his badly confused head on feathers.

There was a serious quarrel dragging itself through a number of uncomfortable and humiliating stages in Wiggins' church. And the old fellow was so conscientious that he had to mix in it—with the usual result. And his wrist was pretty sore afterwards, too.

Now all these unwieldy packages of trouble arrived, C. O. D., at about the same time. And we had to admire the manly way he accepted them and paid the bills. No ruffles or other flossy frills on his calm front.

#### The Foundations Shaken

Then came that night.

The auditor for one of the companies Wiggins represented dropped into the office and suggested, in an offhand way, that he didn't care if he did take a look through Wiggins' books. They had been kept by Davy Downs, Wiggins' cashier, book-keeper, sub-agent, and special pet and pride, so Wiggins turned them over to the sharp-eyed one with his own Wigginsonian flourish.

Let us draw a kindly curtain or some other opaque covering over the next four hours. We all turned in and helped straighten out the tangle, and when it was over, Davy was out on bail and the auditor had notified Wiggins' bondsmen to hold themselves in readiness to come in and be bled if their client could not supply the necessary gore.

Still Wiggins faced the East with an erect spine.

But just as we were about to leave the office, the telephone bell rang and Wiggins was called. It was only the night operator at the Western Union. He wanted to read Wiggins a telegram.

"Go ahead," ordered the placid voice.

When Wiggins weakly hung up the receiver, his eyes looked out of a white, wilted face, wet with cold sweat, and they seemed to look into a future as dark, cold, and empty as a deserted mine shaft in February.

We waited for a couple of geological periods while he sat staring.

Then, just before we shrieked to end the suspense, we heard his voice, dull and sodden:

"Well, boys, I'm through. Fate is too much for me. I ought to have known better than to try. Destiny dumps me into the ditch every time I get up a little speed and seem to have a good turnpike ahead."

"Oh, brace up, Wigg, old man," scolded Fussberg. "Destiny is a worn out superstition. Fate is a myth. This is the

Twentieth Century, and you are a man. Tell us the latest calamity. I'll bet it isn't so heathenish as you think."

"It's no use. Don't try to comfort me. I know when I am whipped. Just had a wire saying that my claim for a patent on an automobile motor has been rejected. I might as well cut loose from the whole moribund business and go back to the farm. I suppose Dad will let me pitch hay and do the milking for my keep, anyhow."

"Well, I never would have believed Wiggins a quitter," I marveled. "And I don't believe it now. Come, old boy, let's go home. You'll feel better in the morning. You're tired and morbid tonight."

"Yes. I suppose I might as well go home. But I tell you I'm through. Life is too complicated for me. Too many hard problems—too many insurmountable difficulties. You fellows are all right, with your cheerful talk, but you aren't facing a dozen life-tragedies all at once. I can't go on. I don't know what to do."

And our good old Wiggins buried his face in his hands.

#### Preparing for the Journey

Socratic got us out of the office and on the quiet street somehow, and we started to walk up Fifth street hill.

There was no moon that night, and the sky was a great purple dome ablaze with stars. As we gained the top of the hill, Socratic stopped and looked off across the bay. The shipping, Coronado, and Point Loma were wrapped in mystic beauty. The city lay at our feet and on the heights around us, with a wan light here and there to emphasize the stillness and soft darkness.

We stood silent for a minute or two.

Socratic looked up to the stars.

"How far to the nearest star, Wiggins?" he wanted to know.

"I don't know, and I don't care."

Wiggins was looking at the earth.

"How far to the sun?"

"Something more than ninety million miles."

"How long does it take the light to come from the sun to us?"

"Eight minutes, I think."

"And how long to come from the pole star?"

"I don't remember, if I ever knew."

"Forty years," volunteered Fussberg.

"How many times the distance to the sun is it to the pole star, then?"

"Two and two-thirds million times," answered Wiggins when he came out from his mental arithmetic abstraction.

"Now, how is your imagination tonight, Wiggins?"

More stupid than usual, I guess. Why?"

"Can't you get your wings of fancy to work and take a trip with me?"

#### They're Off!

"Take a trip?"

"Suppose you and I could travel fast enough to reach the pole star in a second, we could go far in a short time, couldn't we?"

"Some distance."

"And suppose we were to travel straight up through the Milky Way, what should we find?"

"Why, we should be in the midst of a new galaxy of constellations, so far from us here that they look like mist."

"And how would our sun look to us then?"

"Why, I suppose it would be lost to view in a star-midst that would look to us as the Milky Way does from our earth."

"And would this earth be visible?"

"I don't suppose it would be even a pinpoint of faint light."

"Then, suppose we were to travel straight on for a year, at the same speed, where should we be?"

"No one knows—perhaps at the very edge of the universe."

"And then suppose we were to go right on for five short years?"

"We can only speculate. Our universe might then be only a faint glow at one point in a sphere of eternal darkness. Or there might be other points of light, showing where other universes were deploying in their unthinkable immense manœuvres."

"From that far away watchtower, what would be the size of this jolly old earth of ours?"

"Smaller than the finest grain of dust imaginable—not even as big as an atom."

#### A Sense of Proportion

"And what would mark the passage of time, out there?"

"Nothing. It wouldn't pass. Here it flows by like the waters of a swift river. There it would be like a great ocean, its mystic billows rolling forever but breaking on no shore."

"And your mind can project itself thus beyond the stars?"

"In a way, yes."

"And can launch its bark upon that ocean of eternity?"

"Feebly, yes."

"And realize how microscopic our little world and its affairs are?"

"I think I get your point, Socratic. And I see how small I made myself to be staggered by a few tiny events—too small to notice even in comparison with this little world—and of but a moment's duration compared with even so short a span as a human life. The troubles and the problems are there, just as big as ever, in themselves, but how they shrink when you look at them in their true perspective!"

He was our orotund Wiggins again.

And, within a week, he had all his problems so far behind him in the past that he was laughing at them.

### Goode Burdard's Twenty-Four

**I**'D LIKE to go in with you, Socratic, but I simply haven't the time. Every minute of my twenty-four hours is full."

"Think it would pay you, Goode?"

"Sure! 'Twould pay big. It almost breaks my heart to have to give it up, but I have been over my hours and my duties again and again, and I can't see where I could spare a minute for it."

"Then why don't you quit wasting so much time?"

"I suppose I ought to get up a fine indignation and bluster at you a bit for that question. But there shall be no such events. I have a premonition that you are going to put me through one of your famous series of questions and wind up by showing me how I can save seven or eight hours a day. I'd be willing to bet you a dinner for the crowd that you can't do it, if I didn't know you so well. Go ahead. What is the next query?"

"Do you ever do anything that someone in your employ could do just as well?"

"Well, perhaps I do, although I can't think of anything of the kind just now."

"Do you go through the magazines and trade journals, looking for articles of interest in your department of the business?"

"Yes, of course. That is the only way to keep up to date."

"Couldn't you instruct your secretary to do that culling for you, and mark the items and articles you want to read?"

"Yes, I suppose I could. Never thought of it. That would save from half an hour to an hour a day."

### Planning to Save Time

"Ever waste any time getting ready to work, when, by a little planning, you might be always ready?"

"How, for instance?"

"Well, getting out cards, records, or correspondence and arranging them on your desk when you might have them so arranged all the time that you could begin work on them at any moment. Ever do that?"

"Yes, every week. And then I have to waste the time used in putting the stuff away, too."

"Ever put in any time on non-essentials, when, by planning ahead, you might eliminate them altogether?"

"Explain."

"Is it essential to visit the shipping room several times in the course of the forenoon?"

"No. I see now that I might plan ahead and get it all done in one short visit—or even send my assistant. This is great, Socratic. Keep it up, and I shall have half a day to my credit, every twenty-four hours."

"Ever waste any time correcting the errors of employees when, if they were once properly instructed and trained, the errors would be eliminated altogether?"

"Guilty. And that means several hours a week."

"Ever lose any time because your typewriter was out of repair, or your fountain pen mislaid, or some book missing, or someone had carried off your Bradstreet's, or there weren't enough cylinders on hand for your dictaphone, or because some other part of your equipment was defective or missing?"

"Yes, a staggering stack of time goes that way. And by your expedient of planning ahead, it might all be saved."

#### Efficiency in Recreation

"And could you apply the same principle to your recreations—your golf sticks, your saddle, your tennis court and racquets, your books, and your chessmen?"

"Wonderful! And it would save me months of time in a few years. Anything else?"

"Ever waste any time because material was exhausted?"

"You score again. Moral—Keep plenty of material on hand. I can see how all these things can be made habitual, automatic, and without effort. And it applies to any and all kinds of work, play, and even scientific loafing. Well, Socratic, I'm sorry that I didn't bet and lose—because what I have learned is worth so much to me—just doubles the capacity of my twenty-four hours. So I am more than glad to stake the whole crowd to the best dinner it ever ate—collectively or individually. Come on over to the club."

## On the Job

By ALBERT F. PAULI

**C**HANCES? Our goings and comings are strewn with 'em. There are plenty who deny this, letting out enough energy in vigorous "knocking" when an opening presents itself, to be well on the way.

"Too vague," says one. "Nothing to it but hard work—too much of that now. Doesn't look good, anyway."

Vague? Very. That's the way they all are in the beginning. But, after awhile, he envies the chap who took the chance and got away with it. Going about bewailing his present fortune, he always manages to say—with more or less whine: "Oh, he's the lucky dog—everything turns up just right for him."

We risk something every day, every hour, every minute. We could not avoid this, however hard we tried. Then why not put our energies and risks in something worth while? In other words—why not be, and stay, on the job?

In ninety-nine out of a hundred cases it does not mean a particle more of energy and nerve force consumed. Efficiency and success always do more with less.

Ask any man, holding a high place, to tell you the secret of his success, and, if he is bigger than his diffidence, he will tell you it is the orderly sequence of forceful thought and action—only other words for confidence, earnest application and a single aim.

The shiftless fellow actually works harder than the one farther up, whom he envies.

He burns up his vigor, his natural talents, and even his power to think right, trying to live the other fellow's life, instead of his own, in visions, which in his futile wanderings, cannot possibly come to pass; in misgivings that promote indifferent labor and honorless destiny. Like the white mouse in a revolving cage, he travels in a circle. Whenever he stops to look around, he finds himself in the same old place—nothing changed.

The mouse is not to blame. A visible higher intelligence is over it and keeps it where it is.

But the man? He, and he alone, possesses the attributes to make his life stand for something different than it is, something better, something nobler.

Better dead—anyone—than try to live without confidence and courage. Cowardice is the leprosy of the mental man that poisons health and vigor, and lays purpose and happiness in ruin.

Keep alert. Even though the chances coming your way appear to have but a vague value, embrace them heartily. They point to the more desirable things farther on.

Remember that efficiency and success, like salvation, are personal—blessings that begin here and now. Count 'em out loud. The more the merrier.

Be on the job.

# Golden Moments

By H. C. McLAUGHLIN

**I**F you live in the suburbs you devote, perhaps, one hour a day to travel.

One hour a day means practically one-tenth of your active life.

How many readers make any use of this hour and feel it has been well spent? Instead of being wasted, this hour should be among our best. Never mind, if you are clinging to a strap because companies are licensed to exploit you; never mind if you are tired and weary when the day is ended. The tired brain often thinks better than the fresh one, and man so recently descended from the monkey, who had to think while hanging head down, ought to have no trouble thinking as he hangs from his strap—head up.

Some in the cars play cards as they travel homeward; others talk gossip, and tens of thousands waste too much time reading.

Make this experiment: make up your mind to devote your hour of travel to thinking; the brain, like the muscles, needs definite and well-planned exercise. It must be methodical and regular. There is no limit to its possible results. You would be glad to spend your hour traveling in a gymnasium on wheels. Make of your homeward car a mental gymnasium. Each night or morning take up some line of thought and follow it through to the end—or as far as your mind can take you.

Learn to observe, to study, to reflect. Don't look at your fellow passengers as calves look at each other on the way to the slaughter house.

Look as a human being at other human beings. There they sit, stand or hang. Some chatter, others scowl, fret, fume, complain, brag, grin or otherwise express the strange emotions that move us here.

They are all ghosts, as Carlyle tells you, imprisoned for a time in coverings of flesh, and a car full of real ghosts passing over the earth on their quick journey to the grave ought to stir you.

The giggling shop girls whose life of misery is still a joke to them—blessed youth—should interest you deeply. And

the negro, too, with his tired black face, resting for the next day's slavery—slavery on a wage basis, but slavery all the same. Possibly you despise his thick lips, but those lips are carved on every Sphinx in Egypt's sand, and if you could go back far enough you would find the ancestors of that negro before the days of the Pharaohs, laying the foundations of your religion and locating the stars in heaven. At that time your forebears were gibbering cave savages sharpening bones and gnawing raw flesh.

When you see the negro on the opposite side of the seat, the ill-starred one who has gone down in the human race while we have gone up, think about him, study him, speculate as to his ultimate end—and your own. Don't merely say to yourself, "That's a plain negro," and go on chewing gum. The pictures that flash by your car window should help you to think. The train rumbles over the switches and in the dusk a swinging lantern tells you that a man is at work, guiding you safely when your work is done.

Can't you take an interest in that human atom, representing the power that swings our tiny sun in space, lighting us on our journey toward the constellation Hercules?

A black steeple is outlined against the evening sky. That is a finger of stone, built by man to point everlastingly toward infinite power. It now points "upward." In twelve hours, as the earth slowly turns, it will point "downward."

But there is no "upward" or "downward" in the carpentry of the universe. In the twenty-four hours, as it turned around with the earth, that steeple points toward all the corners of space, and constantly it points toward eternal wisdom and justice in every corner.

This is tiresome? All right, then, we'll stop, but whenever we tire or interest you, remember:

As a man thinks—so he grows. Think, study, use all the hours that separate your croupy cradle from your gloomy grave. Those hours are few.

# On the Way to Broad Life Areas

By SHELDON LEAVITT, M. D.

## II.

### Choosing a Life Work Men Out of Place

**T**HE trouble with many young men is that they make no choice, but accept the first offer of business that promises to return them a fair salary for the earnest work they stand ready to do. This is why we so often see those who were intended for professional life serving as clerks in stores or as traveling salesmen, and those designed for merchants pleading at the bar or writing prescriptions.

Young men whose schooling is limited and who, through force of circumstances, are driven in mere boyhood to earn their own way, are, of course, compelled to take what they can get and make the best of it; but those who go through high school or college and have time for deliberation and study of self, and who then are not altogether under the power of necessity as they begin their work, ought always to be able to make a wise selection.

By far the larger number of young men of education and training are not limited in talent and inclination to one single form of employment, but are able to do many things and do them well.

Men who have risen to great heights of influence and renown are usually those who could have succeeded in any one of several vocations, but who were guided into certain channels of activity by a small circumstance or by peculiarities of environment.

We are told that in Yellowstone Lake two rivers find their source, one flowing westward, its waters ultimately reaching the Pacific, and the other flowing eastward, its waters finding their way to the Gulf of Mexico. At their source it is but a small rise of ground which determines the destination of each, while at their endings these waters are thousands of miles apart.

"One ship sails east and another sails west,"

In the very same winds that blow.

'Tis the slant of the sails and not the gales  
Which settles the way they shall go."

While one cannot know, at the start to a nicety for what he is best suited, trying

things is poor business. He who makes a half-hearted test of one industry after another is very sure to end in liking nothing. I suppose this is due to the fact that he is merely trying. The patient who tries one doctor after another ends in despair of getting well.

In seeking a choice of life work the young man ought to listen to the deep promptings of his being.

"A bird in the hand is worth two in the bush," it is true; and yet present action should be made to conform to a general purpose and to it lend its aid.

It is better to suffer want for a time rather than to take up work entirely irrelevant to that which we are seriously considering for a career, as it might divert us from a promising course.

To the young man who earnestly seeks to know the way best suited to his talents, it will certainly be made known. What is really intended for an earnest soul cannot be kept from him beyond the psychological moment designed for its bestowal. The world is full of men and women who have missed their calling, not because they could not have known it, but because they did not seek to know—because they did not listen in the quiet of their own souls for the still small voice of revelation.

So important a thing is life and so sacred are its activities and utilities that one ought to make sure of their being called forth by the choice of a true vocation. There is a niche for every one to fill and a work that each can best do. It is not enough that one be kept busy; he must do that for which his faculties are fitted and which no one else is able to do as well.

I have seen men digging post-holes who might have been in the legislature; and I have seen others in high official positions who were better calculated to drive a truck. Out of place in one case because the man did not realize his lineage, and in the other because he had no sense of the true dignity and consistency of human conduct.

On the sea of life one should neither drift with the tide nor aim to move in a



definite direction without knowing whither he goes and why.

**The Things to Which One Is  
Best Sulted**

In making choice of a line of business activity, a man should not lose sight of the advisability of adopting something which not only agrees with his tastes and talents, but which is also of a nature to bring out the best there is in him.

One cannot afford to give his life to activities which lack inspiration and developmental possibilities and tendencies, no matter how alluring from a financial viewpoint.

Life is none too long at best; and the first twenty-five years of it, which are those most energetically spent, are quickly gone. Besides, most of our ideas are acquired before we attain the age of thirty years, and we should see to it that they are ideas which later life can work over into an endless variety of combinations with the maximum of profit.

The man who falls into a routine of business which makes meaningless demands on a variety of faculties and awakens but little of the great slumbering energies with which he is endowed, suffers a loss which can never be retrieved.

The young man is always inclined to inquire, "What money is there in it for me?" It is a pertinent question and one he does well to ask; but he should also inquire, "What is there in it for me in the form of inspiration, unfoldment and uplift?"

I have no disposition to lug in religious sentiment at this point, for I believe the young generally get too much of this thrust upon their attention. The first consideration for all should be, not salvation in some distinct and problematical heaven, but an opportunity to do what is most likely to develop mental and physical powers and bring them to the highest grade of usefulness and satisfaction in this life. Those who make best use of their present privileges and strenuously seek to bring all their powers into largest expression are probably best qualified for advanced standing in whatever world-to-come there may be. If we believe that we are building for eternity we should see to it that we build well.

There are some who deem it unnecessary, or even belittling, to give close attention to financial advantages. They become engrossed, genius-like, in their pursuits and forget all else. But this is unwise.

The society in which we live is organized on different lines, and he who trusts to luck and the generosity and gratitude of those about him for his rightful compensation will get sadly left.

We may some day reach that ideal socialistic state in which one can do his work and be sure of his food and clothing, whether the work be of a character to furnish immediate returns in dollars and cents or not; but we are not yet there. Accordingly, whatever the average young man undertakes must have a financial side to it.

As for the child of wealth—God help him! He is entitled to our pity. If these lines fall under the eye of such an one, let me say to him, "Get you out into the world and make your own way in it! Despise the aid of your father's gold if you find yourself inclined to rely on it as a salvation from hard labor and earnest endeavor. You need the spur of necessity. Strip yourself for the fight."

Young man, let us now suppose that you have settled on a line of life work. I beg you to consider it only provisionally fixed upon unless you have gone well into particulars.

The world is full of failures, many of which were due to haste in taking up an industry. Study the details of it in the lime-light. Go to the bottom of it. Learn from those who are already in it and, if they report favorably, find wherein lie the chiefest difficulties and dangers.

Because others have failed in a particular endeavor is no reason for your passing it up; but you need not repeat their manoeuvres. Learn from their experiences.

Let your ideas be clear-cut and your courage undaunted.

There is no vocation in life that cannot be made a success on the sides of both utility and financial return, provided it be wisely and energetically handled. It is with this conviction in mind that I advise young men to know their chosen work in all its minutiae, not only in its theoretical, but also in its practical, aspects.

Finally, be deliberate in your choice. You would better lose a few weeks' time in making up your mind than to start in and be compelled to back out.

Vascillation and instability make lives grievous failures. Confess once that you have made a mis-step and the confession will make a second one easier.

Serious mistakes can be almost wholly eliminated by the exercise of due forethought, followed by persistent endeavor.

In a most promising and hopeful undertaking failure will be sure to come to the wavering.

Defeat, following upon overwhelming opposition and stubborn fighting, is nothing to be ashamed of, and it qualifies one the better to win on another occasion. Confess defeat only when you are truly overpowered by forces which none could have withstood. Be as strong as the best.

I have purposely anticipated a little. You are not yet in life's industrial fight, but you have made up your mind to get there along certain lines, and now stand by your decision. Assuming, then, that choice has been made in accordance with the recommendations herein given, I warn you against changing it without the best of reasons for doing so.

Beware of vascillation!

Let not fear dissuade you!

Hold to your purpose!

Resolve to do or die, and you will win!

## Going to Market

**WE ARE** all going to the market. That is, we all have something to sell. The millionaire joins the hod-carrier; the millionaire sells steel rails, perhaps; the hod-carrier has his labor to dispose of.

Every individual has something—kept either in a storehouse, an office, stored up in his muscles, or thoughts in his head that are saleable—if he can find the right market.

And of those who have thoughts, or even alleged thoughts, to sell we choose to speak, for they are the most helpless. They are the only people on the market who are absolutely without organization or system.

Men (and women) with twice the mental capacity, possibly, of some of those who are at the head of Big Business, do not

know how to dispose of their only available means of obtaining bread and butter.

The only way fully to appreciate the problem is to take it home. Why can't you sell the idea you have stored away?

Perhaps it's a rotary engine—a successful model of which the engineering world has been waiting for these many years.

It may be that you have a scheme in your head which will revolutionize air navigation. It may be that you are the man to out-wright the Wrights—but you haven't the knack of making somebody understand that you have the secret of the birds under your cap.

These are illustrations of but two of the many thousands of ideas which are marketable, and which are in the possession of somebody who will read this.

Ideas put into plain words are saleable. Keep that in mind. Men get rich by ideas; also they become famous—and he who invents a new furnace is as much a genius as he who paints a picture that might pass for Michael Angelo's brush work.

Remember—paste this paragraph in your hat—that the world will never find out that you have an idea unless you tell about it yourself.

Shine your shoes, borrow your friend's safety razor, brush your hat, crease your trousers (between the mattress and the springs if necessary), and start out.—*Milwaukee Journal*.

This old world is full of trouble,

'Nuf and some to spare—

Some folks try to see it double

Huntin' for their share;

With their "spyglass" all adjusted,

Noses out of joint—

All the joys of life are "busted"

To their woes anoint.

This old world is full of gladness,

'Tis now, sure's you're born—

'Taint no use to hunt for sadness,

It's the roses' thorn;

Thru the clouds the sun is shinin'

All the livelong day—

Gold is found thru careful minin'

Let's get ours that way.

—*Tho't out by Pastor Bill.*

There is a sufficient recompense in the very consciousness of a noble deed.—*Cicero.*

# The Power of Unseen Forces

By W. H. TENNYSON

**C**HANTECLER," according to its author, "is the drama of human endeavor grappling with life."

The cock, Chantecler, represents a being who has faith in his work, and who will allow nothing to interfere with its accomplishment. He believes that he and his work are essential to the world. He believes that without him there can be no day, that his crow calls the dawn.

In the end, after trials and disappointments, he learns the great lesson of his life. He cannot bring the light, but he can announce it to a world blinded by sleep. Thus, finally, he knows himself. He becomes strong and self-confident on a higher plane. Humbler and greater, he goes back to his farmyard and to his daily task. Pride is gone. Experience and the sense of duty have taken its place. He will sing his song, he will crow each morning, but in a different spirit. He will do his work because it has been given him to do.

But, you ask, "What has this to do with selling life insurance or any other commodity?" Life insurance is founded on the one hand upon cold, scientific, uncompromising mathematical statistics; but on the other, upon the higher qualities of mankind, upon sentiment—upon the unseen forces that impel one to noble, serviceable deeds.

A man who thinks only of himself, a selfish man, a man who lacks the finer elements of character—love, devotion, self-sacrifice, sense of duty to others—a man who lacks these qualities doesn't take out life insurance.

Any other goods that truly serve humanity have in them some of these same appeals to the better part of man's nature.

The greatest things in the world are the unseen things. The greatest force in the physical world to-day is electricity, yet electricity is unseen. The greatest study to-day is the study of the unseen mind.

When a man complains that everything's going to the dogs, that there isn't any use of trying, in nine cases out of ten, the trouble lies right here: He lacks imagination, or

he lacks faith, or he has shut his eyes to the poetry and romance of life.

Imagination, faith, poetry, romance are all co-related. They belong to the realm of the unseen. But, as Charles A. Dana told the little girl who asked him whether or not there is a Santa Claus, "The most real things in the world are those things that neither men nor children see. You may tear apart the baby's rattle and see what makes the noise inside, but there is a wall covering the unseen world. \* \* \* Only faith, fancy, poetry, love, romance, can push aside that curtain and view glory beyond. Ah, Virginia, in all this world there is nothing else real and abiding."

Unseen forces rule the world. Unseen forces are tending to make the world a better place in which to live. Unseen forces are helping partially to solve the great mystery of life.

The law of mutual benefit is more appreciated to-day than ever before.

The day has passed when for any length of time or to any great extent a man can get something for nothing.

The man who renders first-class A number one service will profit most, in money, and in the unseen elements that really make life worth living.

To be happy, however, one must have imagination.

One must, by means of love and service and faith, push aside the curtain that hides the unseen world. Thus, in the end he will be able to materialize his images, realize his ideals.

Chantecler, learned that he must do that for which he was sent into the world, and must find in the doing of it his justification. He must obey the impulse of work—mysterious, imperative, sacred as life itself.

The man who admits defeat, the man who lacks imagination and faith, and tries to gain success in other ways than by work—service rendered—has his view obscured as by a curtain.

"Only faith, poetry, love, romance can push aside that curtain and view glory beyond," and there is no glory unless first there is work.

# Building an Artist's Business

By E. N. FERDON

**Y**OU know," said Mrs. C. M. Russell, business half of C. M. Russell, the great "cowboy" artist, "You know what Alfred Harry Lewis says of a critic—he's like a flea, always bothering you, but never doing you any good."

She laughed as she said it, a very contagious laugh. I'm inclined to think that laugh and ready recourse to it even when things weren't coming the way of the Russells, has helped in no small measure in their successes of the last ten years.

She had been telling of the actions of the "critic" who had persisted daily in intruding his presence upon their exhibition of canvasses. Having once put in a few hours' time in a New York art school, this gentleman felt duly bound to criticise each picture separately, unconsciously displaying his own ignorance by pointing out supposed errors in the portraying of western life that he never knew, and Mr. Russell had grown up in. But he wasn't contented to make his observations to Mrs. Russell alone, so he proceeded to voice them aloud to everyone in the gallery.

And then the long-suffering business manager took it upon herself to talk pleasantly but firmly to this critic. She tied him all up in his own multiplicity of mis-statements and contradictions, and finally had him admitting that Russell was a big artist and that he didn't know what he was talking about. He left shortly after, let us hope a wiser man.

## How His Wife Helped a Man to Success

Don't for a minute leave Mrs. Russell out of reckoning when you talk about Mr. Russell's successes. Had he not been an artist born he could never have succeeded, but had she not been an extraordinary woman, of great business capacity, of supreme energy, of unbounded ambition to see Mr. Russell arrive where he now stands, at the top, it is unlikely indeed that we should ever have known the greatest possibilities in this artist as we know them today.

Russell was but a boy when he journeyed west from his home in St. Louis. He was unfortunate enough at the outset to travel with a man who was the incarnation of selfishness and was continually trying to get the best of the boy. Then they separated, the boy Russell taking his two horses and seeking work from a rancher nearby. But his first companion had labored hard in spreading the report that Charlie was a good-for-nothing boy. The rancher from whom he had hoped to secure employment refused to take him. It was a sparsely settled country, but young Russell asked no favors of anyone.

Without a mouthful of food in his pack he proceeded on his journey and, reaching the Judith River, prepared to make his camp there. He hadn't been there long before he was accosted by an old fellow who had established a camp nearby, and was invited to have grub with him.

Thereby sprung up a friendship which meant much to Russell, for the old man (Hoover, by name), a trapper in that wild country, took his protege with him to his mountain cabin, where the next two years of Russell's life were passed in trapping.

Then the boy must move on, and soon we find him night-herding for one of the outfits of the country. For twelve years he followed this vocation—and then came Mrs. Russell.

## Art Married to Business Sense

At Russell's boyhood home in St. Louis are to be seen many evidences of his youthful work as an artist. He was always drawing. He kept it up when on his trip west; in old Hoover's cabin; during his hours of leisure as a cowpuncher. He did his painting on boards, anything. He carried his paints in an old sock. He became known as the fellow who could draw cows, horses, bucking broncos. He drew them for the asking.

And then, as we said, came Mrs. Russell. They met in Cascade, were married there, and settled down in a cabin of one room, 12 x 24 in size. Mrs. Russell believed implicitly in her husband's ability—

and together they set out to make the world recognize it.

That was in '93. Things didn't look all rose-colored. There was a circus down at Great Falls and everyone in Cascade went to the circus except the Russells. They got up at 4:30 in the morning to see the circus train go by, but they couldn't find the five dollars necessary to make the trip. So they went horse-back riding instead for the day, and enjoyed it, too.

The story of success is always sweet, but it is unnecessary to chronicle the facts leading up to country-wide recognition of Mr. Russell's work. Suffice it to say that, where in the early days Mrs. Russell and he argued long upon the advisability of putting a "stiff" price of \$20.00 on a painting, the "business manager" today sets her own price—and gets it.

It is a wonderful story of development, this—on the one hand, of a man perfect-

ing himself in his art, without the chance of study or to rise save by his own unaided efforts—on the other, of a woman who carried faith and works in the same hand, and did for the man without what he did for himself within, forcing success.

Perhaps some people in the years to come, looking upon the works of C. M. Russell, paintings that will still picture the old western life when that life has forever vanished, will marvel at the man who did it. It will be right that they should.

And yet, if they could know all, they might marvel also at the little western woman who believed in Russell, worked for him, and won for him.

Never has there been a better instance of how a man may rise with a woman, and a woman rise with a man—mutually enduring, helping, encouraging, straining toward a well-marked goal—and winning together.

## A Prayer for Loneliness—By Thomas Dreier

**M**Y DEMAND of you, God, is that I be given the loneliness of one who is unloved. Take from me those who have caressed me with their smiles. Let me lose the touch of hands that have ministered unto my happiness. Sink me far into the depths of that loneliness which is known only to those who have loved greatly and lost. Fill me with the wealth of desire to feel the touch of sweet human flesh and deny me the realization of that desire. Make me know, as I have never known before, the hunger for companionship. Taunt me with the sight of those who are loved and who love. Teach me to see and understand the happiness that glorifies the lovers, but deny me even the common joy of sympathy—of understanding. Cause me to crave the firm hand-clasp of a friend who loves me for what I am as well as for what I aspire to be, but deny me the touch of that hand. Send unto me the spirit which will send me forth to bathe myself in the crowd—the spirit of humanity. I ask for these things because I know that out of this loneliness will be born in me that love for all men and women "which passeth understanding."

# The Use of the Imagination in Business

By FRANK ANDERSON

*Extract from a paper read by Frank Anderson, editor of "Getting Together," before the Convention of Metal and Spring Bed Manufacturers on December 8, 1910, at French Lick Springs, Indiana.*

**T**HE success of a marketing proposition depends on the amount of constructive imagination put into it.

Some business men will perhaps tell you that imagination has nothing to do with business, or business with imagination; that it is purely a matter of common sense.

Undoubtedly, every business requires the application of a lot of common sense, and without it there is pretty sure to be something wrong, but common sense alone, if we mean by that the absence of the imaginative qualities, never made a very startling success of anything.

But most of us employ the imagination without taking any note of it. In laying out a selling campaign, for instance, the first thing that we do is to work out in our minds a course to follow, and then we invest our money and our time.

The whole process, up to the point of investment, is a matter of imagination, and the extensiveness and completeness of the mental picture will be the condition that will circumscribe the success of the venture.

A man's success might almost be said to depend upon the extent of his imagination.

There is plenty of good, steady, plodding ability, but too little of the far-seeing imaginative ability.

## Imagination in Selling

In selling any commodity this quality of imagination is of first importance. This it is that determines our territories frequently.

We may accept conditions without thought and be confined to a strictly local territory and a stunted business, or we may imagine conditions that will permit us to extend our field indefinitely. Thus we go on and on building up continually and cultivating new fields. It all has its genesis in the imagination.

With the salesman himself this is of just as great importance. Undoubtedly a great deal of good selling ability is going to waste every day because the salesman fails to construct in his mind a mental picture of what he can do.

A salesman seldom starts out at the beginning of a week, or at the beginning of a season, with any definite idea of what he is going to accomplish. He, of course, will lay out a dozen, fifteen or twenty towns. He intends to work each town conscientiously, but he does not sit down and work out in his mind how he is going to accomplish the sale of a given amount during that period. Our success in accomplishing a task depends upon our conviction in our ability to perform it, and it is the same in selling. The salesman who starts out with his mind full of uncertainties is pretty certain to accomplish one result, and that is, nothing in particular.

A big part of the selling game is to convince ourselves that we are going to do the thing required; in other words, that we are going to sell certain customers. This ought to be instilled into the mind of a salesman so thoroughly that it will become a sort of mania with him. The result will be that he will carry conviction with him wherever he goes. The prospect will be imbued with that same conviction, and the wall of resistance between himself and the prospect will be broken down all the sooner.

This is all a business of the imagination.

I know of excellent salesmen who, I am sure, could, in the course of a year, increase their sales by many thousands of dollars if they would go about the business of selling in a thorough, scientific and imaginative manner.

It may seem paradoxical to associate the word imagination with the word science. There is no reason why it should be. The great wail put up by so many salesmen that they were turned down here, could not get an audience there, "so and so" was not in the market, is not always justified. Whether or not "so and so" is in the market very frequently depends on how Mr. Salesman

presents his proposition. It depends on how Mr. Salesman goes up against Mr. Prospect.

There are some men who come into your store or your office and carry with them such a tremendous conviction of the value of their proposition that before they have talked to you ten minutes you are also convinced. If you don't buy then the thing keeps running in your mind, and the next time or the time following you are a customer of that salesman. It cannot be avoided. That salesman appeals to the very best element in you, and the best element in you rules sooner or later. Certain local conditions may make it impossible for you to respond at first, but sooner or later the response is sure.

Now, if there is any one feature of selling that is of great importance, the part played by the imagination is the thing. It is the architectural feature of the business, and every move that we make has first to be conceived in the imagination, analyzed in a cold, logical manner, and then executed with care and aggressiveness.

#### **Imagination Eliminates Much Competition**

The transcontinental railroads were first conceived in the imagination of a few men.

Every big, successful business in this country is the product of the imagination, just as every skyscraper in New York is the product of the imagination of the architect.

The imagination, I repeat, is the true architect of business.

We complain, for instance, that there are too many competitors in the field. We are crowded on every side, we cannot move without butting into some other fellow's back yard, or he into ours.

What is the trouble?

I tell you, gentlemen, that there are *not* too many competitors. The trouble lies in this: We fail to recognize and employ this quality of imagination in our business. Instead of each making his business the expression of his own individuality, carrying it out in his designs, his methods, his attitude towards his customer, he too often waits to see what move his neighbor is going to make, and copies him or tries to anticipate him by getting in ahead.

If a man builds a house for himself he tries to satisfy his imagination. He constructs each and every section in his mind first, then he goes ahead and has the builder mold into material forms these pictures in his mind.

One of the first things that impressed me when I entered the Roycroft buildings at East Aurora, N. Y., was that here was one man who had succeeded pre-eminently in putting his ideas into material forms. Is Elbert Hubbard successful? Has Elbert Hubbard to worry about what his competitors are doing? His business—and remember that Hubbard is, first of all, a business man—is the expression of his own peculiar personality.

Now, we don't advocate that every business man should be an Elbert Hubbard; that would be monotonous, and it would be exactly what men are trying to do today. Only, instead of imitating Hubbard, each Mr. Brown is trying to do the same thing that Mr. Jones is doing.

#### **Imitation, the Source of Destructive Competition**

The cause of our trouble is not competition, that is only the effect. The cause lies deeper. We don't do that one thing that would put us above intense competition—that is, ruinous competition, where twenty men are trying to sell one man twenty makes of beds, identical in design and uniformly below cost. Thus it is *imitation*, one man trying to outdo another along identical lines and with identical articles that lies at the bottom of and is the cause of deadly competition.

In furniture, for instance, we frequently see men employing those individual imaginative qualities and putting themselves above competition. We see more attempts at special lines. We see the Berkey and Gays, the Karpens, the Mayhews and any number of others.

In the automobile business the most enduring successes are those who have created individual types of cars.

The man who merely imitates the other fellow's style, designs and methods of selling can at best look for a second-rate success. He is building on an unsound foundation. There is nothing about his line that will be especially attractive to people



in general, and so he has no insurance for the future. He can simply hang around and send back the echo of the big man's thunder, and hold his basket for the overflow that the big man starts in his own direction.

#### How Imagination May Aid the Manufacturer

You may say that the requirements and the limitations of your particular business prevent any great dissimilarity or variation in designs and methods.

I do not believe it.

I believe that the possibilities are infinite.

I believe that every one of us ought to put the stamp of his own personality on his business; he ought to assert his claims to recognition as an Oliver, a Simmons, a Foster.

Each one of us has an individuality of his own.

No one of us is doing himself justice to be following along some general line laid down by the common, unwritten consent of all the others.

Each manufacturer can infuse his personality into his business in any number of ways: into his designs, making them distinctive, characteristic and individual. He can have his peculiar methods of marketing; he can have every one of his representatives be the embodiment of his own ideas; he can have his own scheme of publicity,

and if he has his own definite ideas about his product, he will have his peculiar selling points, either in design or construction, that will differentiate his product from all others.

There are any number of historical periods to be represented. There are any number of schools of art and architecture to be represented. The possibilities for the development of distinctive designs are as infinite as are the ideas of men.

What we lack is the imagination to conceive of them. We lack the force of character to make our product individual. We are all given to imitation, to plagiarism, and when any one gets a good thing all the rest of us get up and cry, "Me, too."

Are we always to be so poor in ideas that none of us will rise above the dead level of mediocrity? We have no faith in ourselves as individuals. In spite of the fact that the product of nine out of ten factories are in appearance scarcely to be distinguished. More and more of us are narrowing our line down to hackneyed designs. Our lines are becoming so monotonously alike that one would almost suppose it were against the law to make anything new.

A little imagination, the use of a few strong individual ideas so as to give our lines character, would be the best solution of a large amount of our competitive troubles.

## The General in Command

By MILTON BEJACH

Advertising Manager The McCaskey Register Co.

**T**HE business army of today is marshalled under the leadership of General Efficiency. The leader of this army demands of his followers what no other leader of any other army can demand.

General Efficiency places in the hands of each of his followers the baton of a marshal. Each private in his army may win the equivalent of gold lace and braid, epaulets and stripes.

The requirements for promotion are few but severe.

They are summed up in the general orders: "Know what you're doing" and "get on your job."

There have been cases where men won fame and fortune without knowing just what they were doing or without being on their jobs. These things happen exactly as some men find a gold mine or unexpectedly receive a legacy.

Tom Fitzgerald, the best loved executive the Baltimore & Ohio railroad ever had, rose from telegraph operator to station agent, to train master, to division superintendent and general manager because he always knew what he was about and because he was on the job whenever and wherever it was necessary for him to be on it. Down in West Virginia they talk of

Fitzgerald as "The B. & O." That's a sample of the reward that comes to the man who knows what he's doing, why he's doing it and how well he's doing it.

Arthur Brisbane made Hearst's paper, made a fortune for himself and deathless fame in the newspaper business by being on his job. Brisbane eats, sleeps, dreams newspaper.

His reward is \$50,000 a year, the attention of a few million Americans 365 days in the year and power greater than most kings.

The best known advertising man in America failed in at least two places before he found his niche and filled it so well that he has crowded over into the next two or three.

He had a five-year contract with a specialty manufacturer, the biggest in the country at that time. Three months after the contract was signed he was looking for another job. He tried the printing business and failed again. Then came a long enforced vacation and finally a job with another specialty manufacturer.

In the six years that have elapsed since he took his last place he has landed with both feet and with a vengeance. His methods have been copied and with invariable success. His opinion is sought by

every man who writes advertising. His house looks on him as a wonder. Everything he writes is sold before it is written. He made good in his last place by knowing what he was about and by being on the job.

I don't know him personally, but I want to. He's a good man to know.

Another, his name is now on a few thousand automobiles, began as a specialty salesman. He learned everything about his proposition and one day the president called him in and introduced him to the men in the office as the new sales manager. And the business boomed, his share of the profits made him a near millionaire. There came a day when he and the president could not agree, so he began a business for himself. Today he's the best known man in the automobile business, and growing richer.

In every town and in every successful organization you will find men who have succeeded because they play the game according to the rules laid down, who put into every effort the best they have in them, who are always on the job.

No matter what your rank in the army under General Efficiency, to win the spurs you must earn them, by application, by study, work and by being on the job.

## An Interest in the Business

By WILL H. BROWN

THE best thing I can ask of an employe is to have him speak to an outsider of our company as "we." Whenever an employe tells a friend that "We are doing so and so," I take on fresh hope. I know that man has my interest at heart, realizes that I am carrying burdens and am depending upon him to help me. And I have yet to experience my first disappointment in this trust.

Perhaps you think I am advocating the golden-rule system. Call it what you like; I am sincere, and I believe that nothing will help us to improve, morally, industrially and in every way better than a genuine harmony, understanding and love between employer and employed.

Vital as it is to greet all strangers kindly, to go out of your way to assist them and to make them feel at home, it is of equally vital importance to treat those in your own employ in the same way.

Don't be strangers with your own industrial family.

Let us work together to make ours a place that offers a sympathetic hand to labor and makes a man feel glad and proud to be one of the laboring ranks.

Every employer, of course, must work out his own salvation according to his peculiar, individual condition and needs.

If this spirit is infused into our keen business competition our progress cannot be checked.



**E**THEL BARRYMORE is a successful actress. To see her, feel her, sense the beauty of her personality—to do this is to love her. You cannot help it. She commands it. You obey. But what is the fundamental secret of her success? What has given her the great following she has won in less than a decade?

**What the Audience Gives**

It may be that if we find this reason we shall find the reason for the success of the star salesman, the great executive, the great writer, the lecturer and teacher whose audiences are ever his to command.

The reason, according to cold business notions, is a queer one. This is it: Love.

Queer thing is love. Few know it as a business asset. Ethel Barrymore does. She loves her art, her work, her audiences, until art, work and human beings, through sheer power of attraction, give all that she asks of them.

"There always stands out," she says, "one beautiful fact—they're out there—the people I have learned to love, the people I want to make love me, the dear, blessed folks who are going to help me illuminate the part. And they never fail me."

One day I said to a successful lecturer: "To me the meeting with a person is an adventure. Whenever I shake hands I look into the eyes of the other and say, mentally, 'I love you and want to give you my best.' I have a notion that it sort of compels folks to like me when I approach them that way."

"You have discovered one of my success secrets," the lecturer replied. "I never step onto the platform without spending a few moments in my dressing room speaking almost those same words to the audience that awaits me. I know that this is one of the

reasons why I never fail to get a point of contact."

And so I am wondering if your success would not be greater if you always approached your daily task, your customers, your fellow employees, your business associates, your prospective customers—all things and all persons—with this mental message in your mind, "I love you and want to give you my best."

*There is a certain sweetness and elegance in "little deeds of kindness," and in letting our best impulses have free play on common occasions.—Joseph May.*

**T**HE main reason I have succeeded as an executive," said a Chicago business man to me, "is, I think, due to the fact that I seldom allow a subordinate to catch me making a decision."

**Managing the Men Who Plan**

I looked my surprise. "I mean just that," he continued. "Let me illustrate. My sales manager, let us suppose, comes in and asks my advice about a new sales plan he has formulated. He tells me just what he has planned to do. I listen and permit my face to reveal none of my thoughts, unless, perhaps, I nod encouragement now and then.

"No matter how bad the plan appears to me I never oppose it. I assume that the sales manager knows his department. I merely ask questions—ask them innocently, with an I-merely-want-more-information attitude. I never appear as a critic, never say or do anything which puts the sales manager in the position of defending his plan. I ask my questions in such a way that oftentimes it happens that the sales manager makes a complete change of plan, my questions asked from the knowledge I possess of the business as a whole causing him to make answers which prove to him

conclusively that his first plan was wrong. When the plan is whipped into shape so that no questions I can ask will harm it I send the subordinate off with the feeling inside of him that his ideas have been respected and that the plan he has is his own from beginning to end.

"I want my subordinates to feel independent—to feel that kind of independence that sends them to me with their plans because they know I am in sympathy with them and will back them up. They like to feel that the head of the house is back of them. It matters little to me who takes the credit for business building plans. If the plans build business and earn profits and there is harmony in the institution, I win the big result.

"You will not find a single subordinate who thinks that I do the heavy thinking for this place. Yet, strange as it may seem to some business heads, I am proud of that reputation, and shall remain proud so long as the business pays as well as it has paid under my policy in the past."

*One of the dearest thoughts to me in this—a real friend will never get away from me, or try to, or want to. Love does not have to be fettered.—Anna R. Brown.*

**W**HY didn't you employ that man Rogers who wanted to work for you"? I asked an employer recently.

"I'll tell you," he answered. "Rogers was a fine sort of a fellow. There was nothing against his character, his ability, his appearance—in fact, to sum it up, he was all right in every way except one: He was not a true lover of men."

"What do you mean by that"? I asked.

"I mean that he was not a man who mixed," came the answer. "Folks didn't take to him. It happens that in our business we must have men who are popular, who are able to command the liking of those with whom they come in contact. We want men who have personalities that win friends, who are not exclusive, who actually make an effort to please even the most casual acquaintance.

"I knew that Rogers was in many ways an ideal sort of person, that folks, when they came to know him, liked him. But in our business we simply have to use men who make good on first appearance. To

use a theatrical expression, we want men who make good on the one-night stands as well as they do in stock, who know how to reach out for a man's hand and give it a grip and give him a look out of confident, friendly eyes and compel him to say instantly 'You are all right and I like you and want to see more of you and know more about your proposition.'

"Any salesman, any business man who must come in contact with the public must be like Kipling's *Kim*, who was called, you will remember, 'The Little Friend of All the World.'

"The man who can make friends is blessed with a power that if applied with ordinary common sense will carry him to success. To my way of thinking even the man who carries on all his business by mail must like people, must want to give himself to them, must love to mix with them. Unless he is of this kind I do not think he can write letters that will reach human hearts.

"We are easily persuaded by those we like. The salesman is a persuader—that's his business. That being true, he must be a man who, by power of personality, compels folks to like him. Fill in between what I have said and you'll understand why we could not hire Rogers."

*Heroism is simple and yet it is rare. Every one who does the best he can is a hero.—John Billings.*

This I read in one of those great baseball articles by Hughie Fullerton: "It may appear ridiculous to think that accomplishing the journey around three hundred and sixty feet of chalk-marked dirt can be re-

**Liking Folks** nothing against his character, his ability, his appearance—in fact, to sum it up, he was all right in every way except one: He was not a true lover of men."  
**Running the Bases**duced to a science, but it has been, and to such an extent that the players figure it almost in fractions of inches.

A layman on the bases against professional players would have about as much chance of reaching the plate as a blind cripple would have of threading the catacombs of Rome."

With bricklaying, iron moving, machine running and even baseball reduced to the simplicity of science, it is quite beyond my limited comprehension to understand just how any man dare have the courage to say—even in the silence—that there is no such thing as the science of salesmanship and can-

not be, or that there can never be a science of advertising.

The man who is a master of the science of salesmanship is he who makes other salesmen appear like the blind cripple in the Roman catacombs.

The baseball player leaves nothing to chance. Every moment of time saved, every inch of ground covered, every throw, every movement is governed by science. And the truly scientific ball player is the truly efficient ball player. It seems a small thing, but even such a small matter as whether the man bat left or right-handed may often determine the fate of a team. Half of the major league batters hit left-handed, because by so doing they gain a few inches of ground and a flying start. Yet this small advantage over the right-handed batter may enable a man to reach first.

In salesmanship it is often the small thing that lands the order, that gets the business,

that makes a man a success or a failure.

Surely salesmanship is quite as important a game as baseball, and surely salesmen should welcome gladly any coaching, any advice, any help which will enable them to play like major leaguers.

*It is not enough to be industrious; so are the ants. What are you industrious about?—Thoreau.*

**C**ARDINAL GIBBONS has six rules that he recommends to all who would live long and happily. Although given by a clergyman, they are worth much to the business man and salesman. The cardinal

#### *Six Rules*

advises us, first, to preserve an equal and tranquil disposition; second, eat and drink moderately and regularly; third, take a reasonable amount of outdoor exercise daily; fourth, keep occupied; fifth, take a sufficient amount of repose and sleep; sixth, be cheerful.

## The Song of Hope

By C. FIRST JOHNSON

**Y**OU are blessed with reason, desire, courage, energy and perseverance.

These make you the sole architect of your own future—the actual builder of your own self; and you may build as you will. This is true even though you may now be in the mud and scum of things—down in the blackest depths of despair. There is always a possibility for you, if you are conscious of the something singing, singing the song of Hope.

Were it not for Hope, most of us would give up life's race now and settle down to a state of indifference—we would quit and die. But Success—that elusive something that seems always to be a little beyond our grasp—is the magnet that draws us on, and, backed by Hope and Desire, we struggle on to attain the Goal.

Hope is a desire of something good, accompanied with a strong Belief that it is attainable. Hope alone will not suffice; there must be Belief. There must be the firm conviction that the object of our hope is attainable. There must be the do-or-die determination to weave

realities from the material of our dreams.

Someone has said there is no use hoping for better days. It is this man's mental attitude that is responsible for his position and environment. This class of the human race is endowed with a hundred per cent capability but is absolutely satisfied with a five per cent achievement. There is use in hoping. The man without Hope in his heart is standing in the way of his own advancement—in the path of his own progress. If you would move from where you are—if you would go in the right direction—you must have back of your hope Faith—an unswerving, unchangeable, unshakable faith—the kind that moves every barrier between you and your goal.

Back of the toiling and thinking and planning that has given to the world its greatest luxuries and necessities is the quality of Hope that inspires to renewed courage and greater effort. For a truth the reason men do not accomplish more is because they do not Hope more. The world honors the man with Hope enough to stick until he arrives.

# A New Science—"Character Analysis"

By E. W. ROBINSON

Bookkeeper for the Stetson Shoe Company of Boston

**T**HERE has lately come to our attention a new science that has to do with a very old subject, "Mankind."

"The proper study of mankind is man," and all writers, from grave to gay, have written on the subject, yet it is still one of which we know the least.

Anatomists tell us all about our constituent parts, psychologists explain the workings of our minds, anthropologists tell of our antecedents and theologians have heretofore foretold our future state, though hedging considerably nowadays. But how many of us observing a newcomer in our midst can tell just what manner of man he is?

Men have studied the animals that are useful to us, and can tell from their appearance about what their value is. Whether they are sound and kind and sensible, or mean and tricky; whether their power of endurance is great or small—in short, how much they are good for.

How valuable it would be to us if we could as well size up a person.

This is what the new science claims to do, the science of character analysis.

## Character Analysis In the Home

There is scarcely any position or vocation in life where we are not constantly meeting and using or serving others.

Some rare minds have naturally the keenness and insight necessary to estimate people. We have read how Harriman chose his assistants by the shape of their heads and faces. His keen observation and faculty of profiting by experience had formulated a science for him which he knew was trustworthy. But the majority of us, how we get taken in, how surprised we sometimes are at the way new acquaintances develop!

Character Analysis teaches that we may estimate a person's mental and physical equipment, his ordinary attitude of mind, his particular abilities and disabilities and special characteristics of any kind.

That a child's inherited traits can be so accurately determined that any careful stu-

dent of the Science can tell almost at a glance how to get along with him, how to choose his studies, what physical, mental or moral weakness to guard against, what positive traits must be restrained and what negative ones must be developed, if he is to make the best of his future.

It takes some parents a long time to discover these things, and some never do.

What a comfort to some mother to know why it is that her Richard will not be content with toys, books or his own big yard, like Willie Jones across the street, but demands for the scene of his activities no less than the adjacent square mile of land, with all the improvements and appurtenances thereunto belonging or appertaining.

## The New Science in the School

How helpful for the teacher who now racks her brain for months for some way of getting along with certain pupils, to be able to look her class over at the beginning of the year and say to herself, "Now, these children will have to hear with their ears everything they will ever learn; a printed page makes no impression on them but a terrible drowsiness. These other children will learn best by the sense of sight; give them concrete demonstrations of facts and they will remember them. These boys must be given things to think out; they will become absorbed in it. Some are conscientious and trustworthy, some are appealed to by their pride," and so on.

Character Analysis says that a parent, teacher, preacher or reformer is dangerously incompetent as long as he is ignorant of the elements composing the human character and their brain areas and manifestations, as if one should try to practice surgery knowing nothing of anatomy.

In all lines of business it is claimed that a knowledge of this Science will enable the employer to pick men and women specially fitted for their work.

Many of the up-to-date schools of business, salesmanship, etc., are teaching something of this.

I notice that Frederick W. Taylor, in his principles of scientific management, makes the choosing of men naturally fitted for the work one of the first requisites.

How many men and women there are, discontented, unhappy, almost failures, just because they are in the wrong place! I am speaking now of men and women who work. Those who have nothing they must do are perhaps most discontented of all.

It makes nearly all the difference between happiness and unhappiness, success and failure, whether one is doing something he can do well and enjoys doing or something he sees others doing twice as well.

It seems a pity to take a man who can hardly keep still when he is asleep and tie him to an office chair for eight or nine hours a day.

There are a lot of that kind there. Is it surprising that you catch them sometimes with a "far-away" look in their eyes, day-dreaming of something they wish they were doing—it may be anything from steam engines to getting in the hay? But as it is they are making the best of the office chair by hoping that sometime, somehow—

#### Character Analysis in Choosing a Mate

In approaching strangers to get their favorable consideration of some matter how it will simplify the task to know that this man can be depended upon for a generous sum by appealing to his public spirit and benevolence; that another must be shown the personal benefit he is to get; that another will do something towards it if it is impressed upon him that so-and-so, and so-and-so have contributed.

This science shows why a man is what he is, and knowing the reason why, we cannot help but be more sympathetic. The ability to understand people would save us from much trouble, anxiety, financial loss and real suffering.

Take the case of John Henry. By his ability and industry he has arrived at that financial state where he feels justified in having a modest little home of his own.

His struggle to attain this state has left him little time to consider girls, but now that he does so, he remembers Geraldine, blue-eyed, fluffy-haired, vivacious, the life

of the occasional picnics and parties he has attended.

Notwithstanding the fact that his frequent calls leave him dazed by the gaiety and irresponsibility she and her friends display, he argues that any woman after marriage settles down to keeping house.

His business reputation, prospects and air of determination soon settle the matter, but alas! when too late, he realizes that the peace and serenity that have spelled home to him are totally obscured by the dust their pace has raised.

Now, Character Analysis says he should have known that she was excitable, changeable, wanting one thing today, another tomorrow, and something doing every day, and that his ideal of a quiet home with some good books, a little music and only an occasional whirl in society, did not agree with her ideal at all.

Then there was poor, old Dr. Benevolent, whose adopted son forged a cashier's check. The truth was that boy had a roof-shaped head, pointed ears, shifty, yellow eyes, thieving fingers, he toed in when walking, and his areas of acquisitiveness and secretiveness were abnormal. He was born a thief, but nobody knew it. He did not know it himself.

#### A Society of Character Analysts

Some one man has said that language was invented to conceal our thoughts, but one might as well keep still if a Character Analyst is near, for he says he can tell us why we think our thoughts.

Boston has had many queer societies and cults who have advocated many queer beliefs, but the society that meets once a month to discuss their work and progress in Character Analysis is certainly unique. It is called the Blackford Humanics Union, taking its name from Dr. Katherine M. H. Blackford, formulator of the Science of Character Analysis. Its fifty or sixty members are all business men and women, they are not all faddists nor theorists, they are people of individuality; for they are not afraid of being laughed at for trying something new. And they are not waiting to see what the other fellow is going to do about it. They attend the meetings because they think it helps them in their business. Sometimes it is an experience



meeting, sometimes they talk about their children 'till it has been moved that it be called a father's meeting (there being considerably more men than women.) But they believe in this new science, they try to find its weak points as well as the strong ones, some of them came to scoff but remained to pay, some are more expert than others in applying it, but all are satisfied that it teaches truth never taught or used before.

They waste little time arguing with a skeptic, they just tell him to take the seat up front and they will show him.

An incident at one of their meetings which I attended was interesting.

An old man was there for analysis, he was eighty-four years old and we were told to say just what we thought for he was almost entirely deaf. After twenty minutes discussion, it was decided that he was deficient in intellectuality, that he had led a roving life and would not be attached to any particular locality or home; that he was a pretty good judge of human nature, that he wanted money and applause more than anything else, and would not be over scrupulous about giving value received.

The general opinion of the class was that he ought to be in the show business.

These conclusions were put on a black-board back of him, but were worded a little more mildly than I have put them.

He finally noticed that the class was looking at something back of him and turned his head. When he read the conclusions, he looked bewildered for a moment, scratched his head and then began to laugh.

Dr. Blackford, who usually takes charge of this part of the work, then asked him to tell us of about himself; he asked to be excused a few minutes and when he returned he wore an acrobat's costume. He said he could show us what he was better than he could tell us and he did. When he had performed all the stunts he was not too stiff to do, he told us that he had been in the show business from childhood with all sorts of traveling troops.

When time and usage prove this Science to be accurate and reliable, and we can learn thus to measure ourselves and the other fellow, it will make more than a mere ripple on the surface, it will prove a mighty agent to help solve the many industrial and social problems now confronting us.

## L'esprit du Corps

By O. G. VOGT

**T**HE great General Napoleon Bonaparte said once: "An army travels on its stomach!" A sales force mostly travels on its wits. The careless salesman is a jobless salesman in short time.

You live off the energy of your brain carburetor. If it fails to work, create and scheme, your engine of force will be slow to move the structure of business.

If it is not continually oiled with new ideas and brain building thought it will rust, rot and rattle.

You may have all the advantages of education, sales records and still be no useful link in the chain of the salesforce.

A chain is as strong as its weakest link. A sales organization as powerful as its poorest salesman.

A few men busy and working while two men sleep at their posts might spoil an en-

tire campaign. Not until Blucher appeared on the scene with relief was the Battle of Waterloo decided.

A few bright stars make no bright evening. I takes a whole firmament lit up and the moon in his corner to make us think of heaven.

One single little success is no success. It takes continued victory to be a power.

You might drill one man, stir him to proper action, and enthuse him with the fire of service but it takes many fighting soldiers to win a battle.

Good fellowship among the force, just dealings with all, favoritism to none, a helping hand to the weak; encouragement to the strong; a boost to the climber; a lift to the slipping, is what makes a force of strong, bright, active, happy, co-operative workers.



*Extracts from the Actual Correspondence between the Sales Manager of the George F. Eberhard Company, San Francisco, and a Live Organization of Business Builders*

### **Wasted Experience**

*From a General Letter to the Sales Force*

**C**ONTEMPLATE—if you have informed yourself regarding it—the moral and physical development of the human race during the past four thousand years. Weigh the vast experience of the untold millions that have lived before and try to imagine how often the same experience has been met and solved anew through those years. It is a cycle of largely wasted experience.

Then to consider what the race has undergone, what the past generations learned regarding right living, how and what to eat and drink, regarding exercise, sleep, work—their mental, physical and moral experience, reveals a startling condition of human inefficiency.

A short time spent with the old philosophers and historians will show that we still go on learning, through costly and wasteful experience, a million things that were known before. Each child even, instead of profiting by the experience of its parents and continuing from where its parents left off, begins all over again just where the parents started and gets very little farther, if as far.

Compare civilized man and his opportunity with the uncivilized man of today. What is the advance, considering the opportunities of both? Look at the inefficient and wasteful conduct of businesses, public institutions, jails, hospitals, schools, homes for the aged. Observe the food we consume, the places where we live, the way we amuse ourselves, the lack of civic and business cleanliness and honesty.

All this is paid for by mental and nervous strain and waste on the part of each individual—and all waste of this kind means waste of life itself.

If we were competent and looked at this brief span of life squarely we should profit by the past experience of the race, do the right thing at the right time, and by so doing think what could be done to get more out of life.

Efficient working means efficient living—to get the most out of life with the least waste and lost motion, not the least effort, for only those who do something worth while really live. The other fellow exists like the flea on the dog's back, and being conscious knows it.

Look at the rearing of the children and how they are allowed to neglect that which is most important—their physical welfare. How much do we know about ourselves?

Next our moral appreciation—again our day's work—our attitude toward our fellow-men.

The whole problem of life and work is in need of more earnest thought and active effort on the part of each individual today. It is in the air to do better—to improve. Do your part and help the work along. It is well worth while to help make man more efficient—particularly yourself.

### **My Message to You**

*From a General Letter to the Sales Force*

**Y**OU appear to overlook the fact that you are weak on the same items as last year, and it is a condition that *must be remedied*.

All progress calls for continued effort "to do more and better work"—accomplish more. Mr. Chesterton says, "If you leave a white post alone it will soon be a black post. If you particularly want it to be white you must always be painting it again."

We, of course, as human beings, cannot be "perfect"—but we can certainly strive to do better—improve ourselves and the product of our effort—but this means change—new ways—added effort—always "Repainting with white paint," as it were.

You could sell more of the items mentioned in the telegram, a lot more—if you had to. You are probably getting in the habit of selling the lines the trade buy from you.

Of course, that's putting it rather straight—and you say that there are excuses? Why, brother, even our competitors and their salesmen have the same reasons why they don't sell.

It's not by accepting the excuses, remembering the faults or by looking for easier things—or believing what the trade tell you, that business is created, developed and maintained. Hang the weak points for a change—make the other fellow see the strong points in your favor.

Last year—and in years gone before, with a weaker, less experienced organization—you grew in both advertising and selling departments—always doing a *larger business and with fewer lines*.

You are now stopping a part of the 1911 parade and it costs you \$ \$. You have had much harder propositions to master in the past and did so. Why not now?

I found in football—in boxing—in breaking colts—or *selling goods*—that the "hardest effort" is just before one begins to

win—when it looked "hardest," I always used my "head" and "both hands," made sure and to spare.

We will in future establish many higher sales records than ever in the past—you win if we do. The 1911 records are being created *now*.

You have your part in this work—your territory to make produce its full return—you wouldn't accept your own excuses from me if I were in your place. Now would you?

It all sums up in this—are we competent to judge of what we have—could we as retailers sell the line over our own counter, please our patrons and make money? Yes, each one of them.

Then carry the message—possibly you don't know the message. If you do the trade will buy—enthuse, and "educate" your enthusiasm, use more "White Paint."

We have had it too easy on some lines. You are probably soft. May the supply of "hard ones" keep up with you until you are trained for still greater work.

You can't find the easy thing and become "settled." It's either the "scrap heap" or "progress with increasing results."

I'm for results every time and will go a long way to help if you "holler" for result-producing assistance, not that other "old, old stuph." Why, I tried to use it myself until I woke up that orders beat letters about hard times, poor trade, slow sellers, competitors, and the rest of the "Classic stuph" when one wanted dollars and congratulations.

It should be a matter of "pride" and "pleasure" to aspire to do—and then to do it. Still, a "Mental Kick" sometimes helps.

**By varied discipline man slowly learns  
his part in what the Master Mind has  
planned.**

**—NATHAN HASKELL DOLE**

# Scientific Service in Selling Light

By CLARENCE L. LAW, of the New York Edison Company

*The following is taken from a lecture by Mr. Law on Salesmanship—Its Relation to Illuminating Engineering. To such of our readers as are actually selling the product of electric generators the practical suggestions made will be serviceable just as they stand. To all other salesmen they will be suggestive of similar ways of serving their own patrons. The lecture is splendidly illustrative of the truth that salesmanship has ceased to be a mere struggle to dispose of as much product as possible, and has become, instead, a highly scientific profession, the immediate aim of which is to render efficient service that will win the confidence and make permanent the satisfaction of the buyer—always looking to the profit of the seller, of course.—Editor's Note.*

**I** TAKE it that you gentlemen are most interested in salesmanship as it applies to illuminating engineering.

Illuminating engineering may be divided into two classes:

First, the scientist who follows the branch of science that deals with purely the physiological, psychological and aesthetic, endeavoring continually to place it upon a higher and broader plane, which necessitates endless research work and experiments.

Second, the commercial illuminating engineer, representing manufacturers and central stations. The latter is the one in whom we are most interested. His field is broader than that of the pure scientist, for he must plan systems on the basis of efficiency and economy, working under conditions that are sometimes most difficult and not at all times ideal for obtaining satisfactory results.

There is one very conclusive and practical reason why the purely commercially inclined engineer should require a broad knowledge of the work for his own protection.

With the introduction of more or less scientific principles into the use of artificial light, central stations showed interest in the subject because they thought they saw, through the introduction of such ideas, means of retaining dissatisfied customers, and likewise eliminating competitors.

The illuminating engineer should act as salesman for the central station.

## The Salesman Engineer a Business Builder

Within the past few years we have found him almost indispensable. With his fund of knowledge he can secure new business; he can present material showing that, with the new low energy lighting units, a more efficient system can be maintained. He can also demonstrate all the most advanced ideas of applying light that make one form of illumination more desirable than another.

The illuminating engineer can also play a most important part by holding business.

It frequently happens that when some merchant or manufacturer is dissatisfied with either his lights or his bills, the root of trouble is a poorly arranged lighting system. This is apt to happen, among old customers, whose wiring was installed before the possibilities of electric illumination and the introduction of the modern lighting units were well developed. At this juncture the central station should procure the services of the illuminating engineer who can make a study of the conditions with a view to producing better results in decreasing current consumption and increasing illumination.

Frequently the retaining of old business leads directly to producing a demand for new. For instance, a customer of the New York Edison Company, who had been using electricity to light an old-fashioned eight-story office building, had been complaining of both his bills and lighting arrangement.

The illuminating engineer called and offered to submit to the customer plans and estimates for an entire rearrangement, at the same time guaranteeing a certain reduction in the monthly bills. The change was made, and the customer was delighted with his new and better lighting. The cost of re-wiring, new lamps, and reflectors, was overcome many times by saving in current during the first year. As a result of the pains taken with him, this customer a few months later sent the plans for a new twelve-story office building he was erect-

ing, to the illuminating engineer to plan the lighting system.

This was accomplished to the satisfaction of the customer, and he signed a lighting contract for the new building. This is a very frequent occurrence.

I might say here, the New York Edison Company maintains a Bureau for the purpose of designing and, to a degree, maintaining large installations. The customer has only to submit floor plans and the scheme for lighting and wiring is designed and submitted.

Where dissatisfaction is felt with electric lighting, the probability is that the fault lies with a poor system of lighting rather than from the central station service. Within the last few months two large banks in the downtown financial district learned decisively that their trouble came not from the poor service, but as the result of their poor lighting layout. In each of these cases thirty per cent saving was effected by changing the lighting scheme.

**The Purpose Not to Decrease Bills  
but to Increase Efficiency**

The illuminating engineer in going over a building where the lighting system is unsatisfactory, does not talk generalities, but is able to state figures as to just where and how great economies can be effected.

The expert engineer can estimate to within a very small margin how bills would run under the system that he designs.

The cutting down of bills is not the only value of the illuminating engineer as a salesman. The situation is not that many customers object to paying their bills, but they do want the best possible returns for their money.

With the introduction of the low energy lighting units, short-sighted business men thought they saw the central station threatened with destruction. But what really

happened was this: The man whose monthly lighting bill had been thirty dollars learned that it could be cut down to twenty dollars by the use of Mazda lamps, but he did not therefore declare henceforth only twenty dollars for light. On the contrary, his attitude was, "If you can give me as much light as I am now getting for twenty dollars, what can you give for thirty dollars?"

With that he added a sign, or improved the illumination in his window, or put an arc lamp over his doorway. In other words, he said, "Let there be more light for the same cost rather than the same light for less cost."

The cheapening of the cost of the newer types of lamps means that their use is going to be increased. With this increased use, do not let their actual value get beyond us. Let us continue their use up to the highest standard possible, always increasing their use, with a view to improving conditions.

The successful salesman-engineer, in co-operation with the central station, will not devote his energies exclusively to decreasing bills, but will rather increase the lighting standard even to the extent of increasing bills, if necessary.

The merchant does not regard his lighting solely from the standpoint of efficiency. To him illumination has both an advertising and an aesthetic value; successful lighting to him will not be that which costs him little, but that which brings him the best returns for the money invested. Fine illumination means to him a display that will make his store attractive as possible, and yet not exceed the limits of conservatism; that will draw and hold customers, and that will make his competitors and neighbors reach his standard, which ultimately results in benefit to all.

Be at war with your vices, at peace with  
your neighbors, and let every new year  
find you a better man.—*Benjamin Franklin*

# The Sense of Social Responsibility

By W. H. TENNYSON

**L**IFE in general is on the upgrade. Men in some degree seem to realize the great truth that he who serves best profits most in those things that are worth while. Many are making the motive power of their lives the thought of service rather than the thought of material success and are thereby happier and better workers.

Success and happiness are analogous in some respects. Both, like the "Blue Bird," can be achieved in their fullest sense indirectly only.

He who strives for success as such can never attain it fully, just as he who strives directly for happiness never learns the true meaning of the word.

The big men know these things; and the others are learning that to be happy—to be successful—one must get out of one's self so to speak, and that he serves himself most nobly by serving others to the best of his ability.

## Who Is to Blame?

Some, however, are learning very slowly. Progress in some directions is almost dishearteningly slow.

When we hear of an awful disaster like the one in the great City of New York last March, which caused the deaths in a few minutes of nearly one hundred and fifty women and girls, we wonder if after all there is much real progress in the general sense of social responsibility.

The property loss occasioned by fire in these United States is awful, but when terrible loss of life is added to property loss the nation is staggered—temporarily.

Last November, twenty-six women and girls lost their lives and as many more were seriously injured—several for life—as the direct result of a factory fire in Newark. The Coroner's Jury declared that no one was criminally responsible. Some one there was, however, who was morally responsible.

Then a few months later, a similar albeit more horrible disaster occurred less than ten miles away from the scene of the Newark disaster. Why were not the

warnings heeded? New York knew of Newark's tragedy, and New York followed it.

There is no excuse for such tragedies. We may pretend that they cannot be helped because business demands must be obeyed, but we really can't fool ourselves with any such balm.

We as a nation boast of equality, of democracy, of freedom.

We call ourselves enlightened, civilized, God-fearing. Yet in a few minutes, in Newark, two dozen young lives can be snuffed out in as many minutes for no reason at all, save lack of humane precautions against fire. Then, three months later, in the Metropolis of the Nation, the tragedy can be repeated with added horror. What city is free from the danger of another such disaster to-day?

No one criminally responsible?

That won't do. We know full well that some one is to blame. Frankly, who among us can claim that he is guiltless?

Newark offered its sacrifice without avail.

Why?

Wasn't that enough?

Was it so soon forgotten?

Has the New York disaster, a second terrible lesson, had any widespread effect?

## What Is True Success?

There are in this country hundreds of factories (ask the chief of your own Fire Department whether or not this is so) where a similar catastrophe, under unfavorable circumstances, might result in case of fire.

The great need is protection—safety devices, adequate means of escape in case of emergency, fire-proof construction in factories, etc.

There are many factories where there are no modern safety devices, where the means of escape in case of fire are woefully inadequate, where the construction is not fire-proof. In these factories thousands of women and girls are employed. Dire necessity compels them to earn their livelihood in this way. They know the dangers,

but they take the risks, because they feel that they must.

Our social conditions drive women to work for their living; and the greed for money, the misdirected desire for material success denies them protection against terrible death.

It is not work that kills, but the struggle against overwhelming difficulties.

It is a damnable shame that such conditions should exist in these United States.

Why do they?

Is there not sense of social responsibility sufficient to provide proper protection?

Has the rage of pursuit for material success meant the hardening of the social feelings, the extinguishment of the spirit of brotherhood, to such an extent that calamities such as these leave us cold and unmoved after the first shock has passed?

It was Mr. W. J. Ghent who said that the "rage of pursuit" for material gain regardless of cost to others means "the clouding and darkening of the social vision by which a people live and become great."

#### Your Responsibility and Mine

The world is a better place in which to live than it was a hundred years ago, but conditions are far from ideal. We must strive, we must fight, we must learn that the commercial definition of success as "the attainment or the state of attainment of high places and rich rewards—regardless of cost to others," is wrong, dead wrong.

Success is not measured wholly by material attainments.

Unless advance in circumstances, in power and in riches, is accompanied pace for pace by an advance in intelligence and feeling, there is no true success. We must remember the national motto: "E Pluribus Unum."

But of what use are articles like this unless backed by action? Each one of us in a big sense is his brother's keeper, is his sister's keeper.

True success comes only through service.

There are things that no amount of money can buy, there are losses that no amount of money can appease.

A dollar won at the risk of another's life can not be used in the building of success.

Let each one of us do his individual share in the great work of building up all for the sake of each.

## Confidence the Basis of Trade

By Orville Allen

THAT confidence is the basis of business is fast becoming a recognized fact the world over. And to the man that has, that light, he will see things every day of his life that will more forcibly impress him of its absolute power.

Confidence is, in fact, the foundation of life, as well as the foundation of business, because our life is our business, or should be.

The value of confidence was put to me the other day in this wise: A friend of mine was telling of a proposition he had to put before the people and as he explained it, it would fill a long-felt want and render a great service to the entire world. "Why," I asked him, "don't you drop the commonplace things you are doing and put your proposition before the people and reap your rewards—money and otherwise?"

"That question," he said, "has been asked me before, and this is the answer I have given others and will give you: If the people had enough confidence in me and my proposition, even though the proposition and myself were a fake from start to finish, it would be worth millions in money to me and perpetuate my name. And even though my proposition is right, which it is, and I can give it to them so it will render a great and lasting service, yet as they lack confidence, it is worth nothing to me until I can get the money and the help to put the facts before them, in such a convincing way, that they will believe it—will have confidence."

As to his proposition, it may or may not be all he claims for it, but as to the value of confidence, he is absolutely right.

Who gives to whom hath naught been given, his gift in need, though small indeed, as is the grass-blade's wind-blown seed, is large as earth and rich as heaven.—*Whittier.*



# The Metabolism of Business

By FRED G. KAESSMANN

USUALLY, the word "metabolism" is associated with things physiological. We instinctively think of the human body, think of the marvelous changes which serve to build up and carry away. The more one thinks of it the more marvelous it all seems.

To the millions, the larger part of whom have never heard of the word "metabolism," all is accepted as a matter of course, unless sickness should set in.

It is probably because of this careless disregard of what is going on that so few business men note the movements of their business other than through the balance sheet. If the profit gets larger all is well. If the profits grow smaller there is disappointment or fear—depending upon the size of the shrinkage.

Still, there is such a thing as "The Metabolism of Business," as any alert observer can quickly demonstrate. And the larger the business the easier this constant change can be noted.

## Keeping Up to Concert Pitch

Take a great railroad system. If the men of such a system could always be kept up to concert pitch, the earnings, large as they may be now, would be still larger.

The same can be said of any number of large industrial plants.

But, there's the rub, the men cannot be kept up to concert pitch, and, worse still, in very many plants no effort is made to keep them there. Whatever services are delivered are accepted as the attainable.

The manager or managers believe that the "average" governs—that some men naturally will do their best, and that others, again, will shirk as opportunity offers. These managers aim to eliminate the shirkers as rapidly as possible, but it is a slow grind, and, in these days of strong unions, not always the easiest thing of accomplishment.

Now, the writer claims no great degree of originality in comparing the workings of the human body with the workings of

bodies of men. While he has never seen the term so applied before, he has seen, plainly, that some managers plainly recognize the operation of such a law.

Take, for instance, the western railroad president who has his officers meet the employes every so often to discuss matters of importance to both railroad and employes. This man evidently realizes that in these meetings there is profit. He sees that the men have become imbued with a better spirit. He sees, too, in the yearly earnings, that it has paid him to take the employes into his confidence.

Plainly these meetings pay.

The closer relationship of employer and employes is a profitable investment in every way.

Many valuable ideas come to the road as a consequence, the men in command show greater consideration for those under them, with resulting better records for themselves, accomplished with less worry and trouble.

## The Value of Meetings with Employes

Were you, though—and here is the point—to ask these railroad officials what it is that keeps the efficiency high, the chances are that you would be told, "The meetings that we hold at regular intervals with the employes." Furthermore, this would be true. That is, it would describe the concrete thing—though not the principle.

The principle, in fact, is nothing but a sort of metabolism, a constant building up and tearing down of the working machine, today higher, because of the spiritual tonic brought by yesterday's meeting, tomorrow lower because of the slow wearing away of the stimulating tonic.

Where regular meetings are held, or other means of keeping up the efficiency employed, this lowering of working tone never becomes particularly appreciable, but where no such meetings are held, and where no other means are used to keep employes up to highest efficiency, one finds a marked deterioration from the possible standard.

Why?

Because the process is all of the tearing down kind; of the katabolic, of regressive metamorphism. Nothing is done to bring about improvement, except, perhaps, the "hurry up" of overseers, but this is in the line of certain poisonous drugs at times administered to human beings, and of which a little is a great sufficiency.

#### The Wearing Away of the Effect

Every order issued by a management, direct or through subordinates, carries with it the intention of raising efficiency. Usually, too, unless flagrantly vicious, these orders serve their purpose—for a while. For a while, understand, please, and nothing could show more plainly the constant tendency towards a lowering of standards.

The writer well remembers an order issued to the trainmen of an eastern railroad. This order instructed these men to announce, upon reaching a terminal, just prior to the train's coming to a stop, "Passengers will please leave no articles in the car."

Now, at first this order was punctiliously carried out. Conductors and brakemen in a loud, clear voice announced, "Passengers will please leave no articles in the car."

For an unusually long period, they did this well, too, but the slump was due to come—and came.

Then one heard a more or less perfunctory, "Leave no articles in the car," which, in due time, in the case of many of the men, resolved itself in utter disregard of the order. So it is in countless instances.

As another instance, take the many notices issued against tardiness.

At first, nearly all serve to bring about better conditions. Soon, though, the workers begin to lag.

Why?

Because the employers, too, are beginning to lag. They are doing nothing to interest the employees in better things, better ways, so the employees drift down.

This is, after all, only natural. We know that water does not flow up hill. We know what happens when we drop anything. Down, down, down it goes. So it is with human efficiency—down, down, down it

goes—unless something be done to counteract this downward tendency.

#### The Principle Involved

This article was begun with the intention of indicating only the principles, and the writer will confine himself to that subject. He believes that he has pointed out with reasonable clearness that when something is done to improve the efficiency of an organization, individual efficiency is improved.

Also, it should be patent that when individual efficiency is bettered or improved, the organization must benefit. That this is an incontrovertible fact, seems beyond dispute.

Naturally, tact and consideration must at all times be shown.

Bullying is never profitable. On the other side, anything savoring of paternalism is just as repugnant. Nothing but brotherly, human sympathy and a direct working hand in hand, with no favors shown by either party, ever works out well in the long run.

Suppose, Mr. Employer, you think this over.

Suppose you consider your proposition—with a view of increasing your profits by increasing the efficiency of your working machine.

Incidentally, do not hesitate to divide the increased profits with the help. No body of employees has ever been known to speak less highly or less kindly of an employer because of getting a square deal—as evidenced in a raise in pay.

It's the one great game—business—and it pays to play it "on the square."

Just a tip, this—not a sermon.

What is a gentleman? I'll tell you: a gentleman is one who keeps his promises made to those who cannot enforce them.—*Hubbard.*

The man in whom others believe is a power, but if he believes in himself he is doubly powerful.—*Willis George Emerson.*

Creeping into the lives of men everywhere is the thought that co-operation is better than competition—we need each other. And by giving much we will receive much.—*Fra Elbertus.*

# What Executive Ability Is

By ALBERT SIDNEY GREGG

**A**NDREW CARNEGIE revealed the very essence of the coveted power called "executive ability" when he made his famous declaration: "I owe my success to the fact that I have surrounded myself with men who know more than I do." It was not an idle compliment to the men who helped him amass his fortune.

The man who does not recognize that other men know more than he does in some line will not command very many men, neither will he be a big success in anything.

Another glimpse of this valuable quality of mind is given in the passing remark of a department store manager: "I don't know much about trimming a window myself, but I know how to hire a man who does." He was able to recognize in another a kind of ability which he did not possess himself, but which he needed in his business.

In striking contrast is the case of a superintendent of a general store who discharged the head of the carpet department because he had original ideas and dared to know more than the boss. That store is not doing business today.

## Some Great Executives

Marshall Field was a great executive. He developed a business organization that was well nigh perfect. His knowledge of men was so unerring that he could place them just where they belonged, and then let them work out their own destiny, in the doing of which they made money for him and themselves.

Von Moltke, the great German field marshal, was such a great executive that he had the war between France and Germany all planned out and the field generals selected before a gun was fired. In business or finance he would have been equally a master.

The Japanese are masters of management and organization. They speak of their general as the man who "sits among the telephones," for in the war with Russia the great battles were fought on orders conveyed from headquarters by telephone.

The Japanese have grasp of mind and they understand detail to perfection. This combination of powers will make them masters of the Orient.

General Grant was a failure until the war thrust upon him a great opportunity to display executive skill. It is quite probable there are men of real executive ability in business who have never had an opportunity to show their powers simply because they "did not get in right" or because they are lacking in the quality of aggressiveness that causes a man to dare. If a man fears to venture, he lacks a most important quality of the true executive. Fear of failure has defeated many worthy enterprises before they were started.

Mr. Harriman was an executive. He dealt in railroad stocks, "melons" and other incidents of the stock market, but did actually build up and improve the roads on which his issues of stock were based, which is more than can be said of some others of his tribe.

Another specimen of a great executive is J. J. Hill, of the Great Northern railroad. He has surrounded himself with men who are masters of the various departments of the railroad business.

Of all the men who have figured in public life in recent years, George B. Cortelyou has shown the most real executive ability. He is a born organizer, and manipulator of men.

A summing up of the qualities that make the "executive" would include initiative, intuition, foresight, insight, grasp, imagination, knowledge of men, and a knowledge of values both financial and human. He must be able to weigh and measure other men quickly. If the right man is placed in charge the details will take care of themselves.

A true executive at the head of a concern employing a considerable number of people will make a study of developing the latent abilities of those about him.

A business expert advertises his ability to arouse and harness the latent brain power

of any business organization, and double the effectiveness of the workers thereby. It is undoubtedly true that few subordinates do any thinking for the man who pays them. Many of them are watching the clock or waiting for the "ghost to walk." There is a way to make them think. Here are a few preachments gathered from the lives of big executives.

### How to Handle Men

Set before your force the object to be accomplished rather than the specific steps by which it is to be gained. Talk about the results you want, and stimulate them to thinking out plans.

Be quick to recognize and commend suggestions from subordinates. If men know they will be recognized and honored for giving suggestions or offering their ideas, they will think more, and when men think they will do better work. The craving for honor and recognition is a very strong motive that many superintendents overlook. Snubs and rebuffs have a depressing effect.

Make a study of fixing responsibility so that each worker will receive all the credit or the blame coming to him.

Latent powers can be brought out by assigning definite duties to a definite person to be performed by a definite time. Don't leave directions to guess work. Be specific.

A manager went away for a few days, leaving his chief clerk in charge of the office. The clerk was young and had always been under another man. He had never been called upon to make decisions for himself. During the absence of his employer emergencies arose which obliged him to make several very important decisions. He had the courage to take the responsibility, and in that very act his latent powers were aroused. He had learned to trust himself, and it made a new and valuable man of him.

It is to the interest of the man at the head of a concern to put his helpers in positions where they will have to make decisions. When they make blunders show them just where they made the mistake, and tell them to keep on trying.

### A Negro Executive

In an eastern manufacturing concern there is an educated negro who is the executive brains of the concern. He is the hub

around which the entire institution revolves. His skill is so rare and his knowledge of the business and its connections so complete that the president never thinks of making an important move without discussing the matter with "George."

The distinguishing quality in the make up of George is that he is not afraid of responsibility, and he knows how to adapt means to ends.

A busy manager called a stenographer into his private office.

"Miss Smith," he said, pointing to a pile of letters, "do you think you could answer that mail for me without dictation? I have indicated my decision in a few words. You compose the letters to suit the case, just as if you were writing in my place, and bring them to me for signature."

"Oh, I couldn't. I might make a mistake," she exclaimed in dismay. And yet she was equal to the task if she had only thought so.

"Very well, have Miss Brown come in."

The plan was explained to Miss Brown.

"I have always been used to taking dictation," she replied, "but I am willing to try, and if I don't do it right you can correct me."

She tried and succeeded. Within a year she was chief correspondent, with double the salary of her former position, while Miss Smith is still pegging away in the old way, at the same old pay, wondering when she will get a "raise in salary."

## The Failure

By A. St. Paul Reynolds

When Man and Mammon turn against your craft,  
And Chance's schrapnel rakes you fore and aft,  
Flaunt your colors, jeer defiance, forward on  
your shattered bridge,  
Thunder broadsides, double shotted, from the  
hissing water's edge;  
Then bellowing, red eyed, enraged, recking not  
those you'd maim,  
Go down, unworthy to prevail, you've "won" a  
felon's fame.

But, if, perchance a princely man you'd be,  
A wee sma' chip of brave divinity,  
Then spike the guns and furl your pennant fair,  
Majestic, calm, devoid of rage or fear,  
Sheer off, escape the whirlpool of the wreck;  
Plan to hoist your colors o'er a stronger quarter  
deck.

Envoy: You've won the right to "Try again."

# The Get Together Idea

By ARTHUR W. NEWCOMB

**E**FFICIENCY is the modern demand. Trade and industry have developed to their present proportions in a leap.

People have learned to want things that their grandfathers never dreamed could exist.

Competition is making the pace hotter and hotter.

Everywhere there is specialization.

The cost of living is on the increase.

The business world is getting down to a basis of values—has a keen sense of them.

The service idea has been born.

More and more men and institutions are seeing the truth that the science of business is the science of service; that he profits most who serves best.

And power for service is efficiency.

Therefore, institutions are striving for efficiency in their work, in order that they may meet competition, build business, and make their profits.

Similarly, individuals are earnestly striving to increase their efficiency, in order that they may increase their individual success and prosperity.

Individual efficiency rests upon the solid foundation of a development of the positive qualities of intellect, feeling, will and body, a knowledge of one's fellow men, a knowledge of one's business, and the wise application of the qualities and powers so developed and the knowledge so acquired.

## The Sources of Efficiency

Institutional efficiency rests upon the individual efficiency of all of the individual units in the organization, plus team work, in obedience to the laws of harmony and mutual benefit.

It follows, then, that individual efficiency is the result of a study and practical application of the natural laws of man building in its two-fold meaning of mind building and body building; in learning to read human nature; in a careful and practical study of the general facts and special technique of one's business; and in ceaseless study of and experiment in the most effective methods of doing one's work or conducting one's business.

The problem of organized efficiency is more complex. It is the problem of the individual multiplied by the number of units in the institution, plus the added puzzle of harmonizing and correlation of the units into the larger unit.

Every employer and manager is daily confronted with this problem—it is, in many respects, the biggest and most difficult problem he has to solve if he is to stay in the business race and win success.

## The Demand and How It Is Met

In consequence, there is an increasing demand among both individuals and firms for some organized and systematic method of accomplishing these ends.

The individual has asked for something to read, something to study, for some voice of wisdom and authority, for something of proved effectiveness.

And institutions have demanded all this and more. They need some simple and attractive form of organization among their officers and workers that will not only give opportunities for study of the best means of self-development, character analysis and business technique, but also unite the whole force in harmony and mutual benefit.

To meet this demand, many different kinds of clubs, classes and societies have been formed. Some have been successful. Many have been partially successful. And many, starting well, have been victims of the high infant mortality prevailing among such organizations.

A study of conditions has convinced employers that the one great need has been a track to run upon—some basis for study and work—some definite outline for the club's activities.

## The Efficiency Club Movement

This has been met in many ways—by the adoption of a correspondence course applicable to the needs of the employes and meeting to study it; by the use of good books; by following the articles in some good magazine, or by a series of lectures by an expert or a corps of experts.

# Pointers on Business Letter Writing

By E. N. FERDON

**W**HY don't you reply to our letter of the — inst. in regard to the price of watermelons? We are in a rush for the information."

How many letters of just this kind are written every day by possible customers, often ready to order on receipt of a reply, but waiting on the convenience of someone in the office of the concern to which the original request was addressed?

It may be watermelons or pianos or automobiles or advertising specialties—that doesn't matter; what matters is the fact that a possible customer has been kept waiting or annoyed needlessly.

## Plenty of Fish, but No Aquarium

The concern that spends several hundred or several thousand or several hundred thousand dollars each year advertising its service, whatever that be, and then dilly dallies while a possible customer at the other end of a postal route gnaws his fingers in vexation, resembles in large measure the man who advertised to buy all the live fish that could be brought to him, as he wanted to start an aquarium. But when the fish were brought at such pains and paid for in good money, he discovered that he had neglected to build his aquarium, so the fish died.

Is it's worth time and effort just to try to obtain inquiries for one's goods, how much more worth while is it to expend time and effort in answering promptly the inquiries that result—in closing the order?

Nor is it worth while answering promptly only the inquiries regarding goods—but the kicks as well, or the correspondence about orders already secured, or any letters whatsoever calling for an answer—and some that don't.

Think for a moment of a big department store—Marshall Field's of Chicago, or Wanamaker's of Philadelphia—allowing customers to cool their heels outside the counters, for an hour or so, before their needs were attended to.

Think, for yourself, of some store where, every time you visit it, you have to wait five

to ten minutes before any attention is paid you. There are a few of them scattered here and there, and you avoid them except in cases of extremest necessity.

Well, and what's the difference between keeping a customer waiting in your store and keeping him waiting outside of it? Not the least in the world.

And there's an added reason for answering the letters promptly—someone more prompt, more courteous, more businesslike than you, may beat you to it. While your "wish to apologize for not answering sooner, but stress of work, etc.," is being typewritten, your possible customer has become the actual customer of a more alert competitor.

## Vizualise Your Correspondent

Act with your correspondent as you would act if the same customer came right into your office. You wouldn't tell him to wait an hour, because you were busy. Then don't ask your correspondent to wait two, three or four days for the same reason.

If the customer who came into your office wanted quotations or something special you wouldn't leave him standing in the middle of the room and rush off without a word of explanation, coming back a half hour later with the information; rather, you would explain to him why you would have to take up a little of his time getting these quotations.

Then apply the same idea to your correspondence. If the proposition put to you will take a day or so to figure out, or if there is any good reason for delay whatsoever, advise your correspondent at once, so that he may know his letter has reached you and is being given attention.

There is no business looking for purchases of the service it offers that can afford to be dilatory in answering correspondence of whatever nature, whether it be from salesman, prospect, customer or plain friend. Procrastination is not only the thief of time, but the thief of opportunity as well.

While on the subject of letters, why not go right ahead and say what we think about writing a good business letter?

The writer has read a good many articles on the subject—in fact, has before him at this minute a very erudite little booklet entitled "How to Write a Business Letter." It says that the man who dictates the letter should be educated, tactful, a keen observer, of a pleasant disposition, self-confident, enthusiastic, a student of human nature.

It tells about brevity, courtesy, clearness, elimination of useless expressions. And yet it doesn't strike the keynote of how to write a good business letter as well as did the boss when he said the other day, "When you write a letter to a man, talk to him the way you would if he were sitting beside your desk."

Remember the first part of that advice and you won't "beg to reply" or "beg to advise" or beg anything—you wouldn't beg if the man sat beside you there at your desk; you'd simply "answer" him, without any preliminaries.

Recall that the man is sitting next to you while you dictate and you won't say: "Answering your letter of \_\_\_\_\_, can quote following prices," but you'll expend a little more breath and tell him, "*We* can quote *the* following prices." That's the way civilized folks talk when they're doing business.

You wouldn't say to that man sitting next to you: "Thank you kindly for your order," you'd thank him "very much"—without being kind at all. Then why be "kind" in your dictation?

You wouldn't "hand him herewith" a sample; then why "enclose herewith" a sample? Just put it in and be done with it. Most of them "enclose herewith," but leave out the enclosure.

You wouldn't listen to his request, then straighten up and remark by way of introduction: "Your request is carefully noted." The last thing he'd expect would be that his request wouldn't be carefully noted. Then why answer your correspondent: "We have your favor of the 8th, contents of which have been carefully noted"? Give information and not superfluities.

In other words, when dictating a letter, don't string together phrases that mean nothing—but talk sense, talk to the point, and use the language God gave you to use in every-day man-to-man conversation.

#### Letters to Salesmen

Leaving possible customers out of the question, did you ever compare in your mind what sort of a letter you actually dictate to a salesman, and how you would treat that same subject if you were discussing it with him face to face?

A salesman makes a mistake for the fourth or fifth consecutive time and you write him a short, sharp letter telling him not to let you see this same mistake happening again. Your brusque way cuts him like a knife—his business is ruined for the day—he's a poorer salesman for the letter.

Would you have said things in just that way had he sat beside your desk? You would have said them—but you'd have covered the sharp points with appeal, suggestion, reason. How much more necessary, then, in the letter, where the word "fool" spells "fool" and the recipient fails to see the smile or feel the hearty shoulder slap that accompanies the words.

If you tell me that it's all right to imagine a man sitting next to your desk and talking to you, but that no man can dictate a letter in just that way, because voice, expression, action, enter so largely into personal, man-to-man conversation, then let me suggest that you at least pretend that you're at one end of a telephone, your customer at the other. Dictate your letter just as you'd give him the same information over that wire while you couldn't see expression or action, and could hear but indistinctly the modulations of his voice. And on taking down the receiver and getting his message you wouldn't answer like this, either: "Beg to acknowledge receipt of your favor and will quote you the following prices."

I am not bound to win, but I am bound to be true. I am not bound to succeed, but I am bound to live up to what light I have. I must stand with anybody that stands right; stand with him while he is right and part with him when he goes wrong.—*Abraham Lincoln.*



# The Mountain Top of Success

By M. H. WILLIAMS

**I**N A WESTERN state there is said to be a mountain from which an exceptionally fine view may be had, far surpassing anything throughout the country. To make this trip the tourist must be willing to endure hardships and perhaps privations; of unusual strong nerves and not easily given to fatigue, for to span the chasm leading to this mountain top and clap upon it the steel bands of rails, has as yet defied the skill of engineers.

Dire are the tales told by those who have risked life and limb on this perilous trip; of intense suffering caused by the rough byways and the narrow ledges to which they were oftentimes compelled to cling.

Despite the glowing and wonderful stories of marvelous beauty told by those who make the trip, the number who undertake it is small. They do not regard the reward as worthy the effort. This is all forgotten, however, in the morning after the summit is reached. The sleeper is awakened to behold the first rays of sun in the eastern skies announcing the approach of day, and the vast expanse below so far as the eye can see is at his feet. The rippling of the mountain brook makes music for the ear, and all is beautiful. What matters it though the way be rough when such splendor is at hand?

When we look around in our world of business and see how few there are in the marts of trade who are willing to exert themselves to the limit and then proceed still a little farther, is it to be wondered at that we have not more captains of industry?

The dread that he might become contaminated or polluted with the sweat from honest toil has kept many a capable salesman from wresting from opportunity's hand that flag of victory, to which, so far as ability went, he was justly entitled.

The miner who would the golden nuggets reach, must first through hard-pan be content to dig. So must you, Mr. Salesman, be equally as willing to dig underneath that little word: "No." You must ferret out whether it be given in sincerity or only as a mask to put you out of the way, thereby making opportunity for the stronger

man to carry away that which you so easily abandoned.

Do not, like the tourist, give up because the road is rough and choose a smoother way. There you will find the crowd jostling one another with scarcely elbow room. There is your mediocre ability. There you find the weak-kneed fellows; those who lack the courage and confidence to carry them along the narrow ledges. There you find the fellows content to follow the suggestions made by others and put in a given number of hours in a desultory way rather than use their own brains, carving out a career for themselves and reach that goal for which many are bound, but few attain.

Because your predecessor did a certain thing in a certain way is no reason why you should. Don't be a victim of precedent. Meet today's conditions and demands with today's tools. Don't use a meat cleaver for the work of a paper-knife.

Honest, conscientious, intelligent effort backed by limitless energy are the guide posts that point the way to the goal we would reach. Remember the tourist who would "like" to have gone to the summit of yonder mountain, but who chose to take the easier path and be content with what he could gather from it.

There is only one way or means by which we can accomplish anything; that is through intelligent action. This is exactly what those who would be vanguards in the realm of business must possess in an unusual degree.

Defeat is not for him who would be active; silently it slips in only where inertness reigns. It is a thing apart. It matters not as to the fall, if there be one, so long as we again get action.

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Be wise today; 'tis madness to defer:  
Next day the fatal precedent will plead;  
Thus on, till wisdom is pushed out of life.  
Procrastination is the thief of time:  
Year after year it steals, till all are fled,  
And to the mercies of a moment leaves  
The vast concerns of an eternal scene.

—From "Night Thoughts," by Young.

# Service in Selling Stocks and Bonds

By MORTON MAYNE

**T**HE highest form of salesmanship is promotion. It is creative.

Other forms of salesmanship sell that which has been produced. Promotion produces by selling.

Promotion develops resources, pioneers the wilderness, the forest and the mountains, organizes industry, puts idle capital to work and eliminates competitive waste.

That the power of this kind of salesmanship has been prostituted to the most hideously dishonest ends is only another example of the truth that great power for good is always accompanied by great power for evil.

The ways of promoters are many and various—some good, some bad and others of all degrees between.

I am writing this little story for the purpose of pointing out some of the good methods of this kind of salesmanship. I shall illustrate the knowledge I wish to impart by telling a little about the old brokerage house of Clarence Hodson and Company of Newark, New Jersey.

This company, which was established in 1893, sells original capital stock and co-operates with committees of business men in the organization of new semi-public corporations, especially banks and insurance companies.

From the beginning, the first thought of those conducting the business has been the ultimate benefit of investors in its commodities—in other words, service.

And this is how they have planned to give service:

First of all, by limiting the number of enterprises handled at any one time.

Frequently the house is interested in but two or three propositions at once, and seldom, if ever, more than five. This enables the financial, legal and selling departments to concentrate their efforts. In this way, every proposition handled can be most thoroughly scrutinized, its organization perfected upon safe and sound lines and the sales of stock made quickly and effectively.

In the life of the house, about ninety banks, trust companies, mortgage houses and telephone companies have been added to

the financial, commercial and public service of the business world. A greater volume of business might have been handled and, perhaps, at a greater immediate profit, but the management believes that it would have been at a loss of efficiency and vitality.

## The Working Plan

It is interesting to follow the service idea through the methods of work of the concern.

When a new corporation is to be organized, or the capital stock of an established institution is to be increased, the brokers co-operate with a responsible bank or trust company, as depository of funds, and with an organization board, composed of from twelve to twenty-five local business men of integrity and standing.

It is customary to sell subscriptions on the basis of full payment with subscription, in which event the money will draw 3 per cent interest until the institution begins business, but the privilege is accorded of making payment in several monthly installments of usually five payments, in which event the interest on the funds accrues to the organization board.

Daily deposits in the depository bank are made of original subscriptions, currency and checks, which are usually made payable to the depository bank.

Every subscriber who finds himself unable or unwilling to complete his payments in full, or who may have paid in full, has the privilege under their system of cancelling his purchase and receiving back the sum paid in, less a reasonable percentage to cover commissions and pro rata share of rent, clerk hire, legal expenses, printing, postage, etc. This withdrawal basis is always equitable and has been found to relieve friction.

Experience has shown that about six per cent of subscriptions received take advantage of the withdrawal privilege.

Under the organization agreement, the total expenses of organization are limited to a definite percentage and cannot exceed that sum, for rent, clerk hire, postage, printing, stationery, telephone, traveling expenses, legal expenses, commissions, etc.

The hazards of the undertaking are assumed by the brokers, who, in some instances, have sustained financial loss in completing organizations and in others have netted an entirely inadequate return for the experience, labor and capital involved. In other cases very satisfactory results have been shown, based, however, only upon the transaction of a large business, for their charges range materially lower than is customary in such work, in view of the fact that, the house being permanently engaged in business, they are unwilling to make any charge that will not prove ultimately satisfactory, so that they will retain the confidence and good will of those with whom they have had relations.

#### Sales Methods

This house employs no resident salesmen in any community, as better results have been achieved by sending new and expert salesmen to work in the vicinity of the home office of the new corporation, with the co-operation of members of the organization board and subscribers for shares. It is customary to circularize liberally and frequently, thereby securing inquiries, introductions and leads, which are turned over to the salesmen.

The literature used by salesmen in every instance is notable for moderate and accurate statements of fact. The house has in every instance applied the acid test of truth, and better yet, their prophecies have been fulfilled. They have made good, and that is worth while. A man who wants to be in business permanently should be connected with a house of good standing.

The field organization, on each proposition, embraces effective co-operation of an experienced and successful agency manager or field superintendent, who will, in special instances give practical co-operation in turning prospective investors into real investors.

#### How It Has Worked

Service to the investor, of course, means that his investments shall turn out to be safe and profitable.

And this is the test of the plan of the methods of this company.

How does it stand the test?

Every institution in which the house has sold stock has prospered.

This is a great record, and has much to do with the prestige of the concern, especially when you remember that it is not directly responsible for the management of the enterprises organized. The good work of the house has been accomplished in so handling their propositions as to attract representative and responsible people in each community, so that the stockholders have been able to elect as boards of directors able and successful business men. These, in turn, have selected efficient officers and employees, who assure the success of the business.

The house has frequently used its power and influence to secure the election of the right men to directorates and offices.

#### Securing and Training Salesmen

Aside from the matter of principle, the management believes it to be practicable to invest a good character in a good business. Success must, however, very largely depend upon the ability and character of salesmen in the field, who come into direct contact with the investing public.

The house has sought salesmen who are worthy and earnest men. They insist that each salesman shall represent the house. If his habits, character, methods, tact and reliability are not up to a high standard, then such an one would be a *misrepresentative*, and not a representative.

They are not misanthropes, yet they admit that they have found it a difficult task to secure, drill and maintain a sufficient staff of representative salesmen. Conditions with this house are such that they can always utilize high-grade, sober, industrious, intelligent men of good address and habits, with or without a previous experience as successful salesmen of investment securities. They are constantly on the lookout for such men, who are appreciated when found. Salesmen should not be too young, or too old, or deformed, or of sinister appearance—just normal men.

Their salesmen have a notable advantage in respect to continuity of employment. The house is continuously in business, and as one proposition is completed, a new one is undertaken and the preliminary work is all done and ready for the salesman to take up. They always have practical plans for the future, which eliminates lost time

to the salesman and changing employers. These are worth while to the stock or bond salesman.

The house has always held that a man who can exchange a little piece of paper for a big chunk of money is a wonder. For that reason the salesman is KING with them. They know many people believe that poets and salesmen are born and not made.

It is true that some men have a natural "gift of gab," but frequently they make the mistake of talking too much, and get no better results than men who are reticent

and modest, who make the mistake of not talking enough to tell in an interesting manner the merits of the proposition they wish to sell.

Experience has shown that a normal man, with a moderate amount of common sense and industry, can greatly improve in the art of salesmanship.

And Hodson and Company are alive and wide-awake in co-operating with their salesmen in the study of the scientific aspects of salesmanship and business building. The results, in most cases, have been encouragingly good.

## The Blow That Counts

By F. J. MACNISH

WHILE glancing through the advertising section of a recent magazine my attention was caught and held by an ad of the Winchester Arms company.

You know the Winchester rifle; who does not?

These things were vividly brought out:

First, a Winchester bullet strikes a blow equal to over a ton.

The second idea was of Thor, the Norse god, called sometimes the Thunderer, whose hammer blows are the thunder, the sparks from his anvil the lightning.

On this fact of modern achievement and this legend of old Norse mythology, the ad man of the Winchester Arms company has builded this powerful sentence: "It Strikes a Blow Like the Hammer of Thor."

The first thought I wish to give to you is that of concentrated force. Let me hammer this thought home to every one of my readers: We cannot achieve results—and it is action-results that we are after—unless we concentrate our thoughts, concentrate out energy, and deliver the force so created in one blow.

Action! Results!

I respect far more the man who strikes—though mistakenly—than he who waits on the brink of opportunity until opportunity is past.

We can get action without results. You remember the farmer, wise in his day and generation. The story has been told in many ways and to point many morals, but

it has always appealed to me this way: This farmer had more than ordinary trouble with lazy, shiftless help. After long suffering and anxious thought he evolved a scheme. He picked out a good, solid log way down in the cow pasture, out of sight of the house, and laid beside it an old rusty broken axe. Every man that applied for a job was told to pound the log with the blunt side of the axe until told to stop. If the prospective hired man contentedly pounded away, he was told to move on. The farmer hired the man that told him to get some one else to pound the log with the butt end of the axe.

What action needs is the well-directed blow, with thought and force concentrated behind it. Then and only then do we get results.

There is an old adage that runs, "A constant, steady drip will wear away stone." There may be some stones that require the "constant, steady drip," but the idea never appealed to me. I prefer cracking them. The "constant, steady drip" is too slow, somewhat old fashioned, if you will, in this live day and age. What we need is "The Blow like the Hammer of Thor."

Let us live up to our opportunities.

Let us strike our individual blows with might and main, but at the word of the captain, let us use the mighty weapon of concentrated team work and strike a blow like the Hammer of Thor.

# The Reward is Greater Opportunity

By GEORGE H. EBERHARD

**T**HE years of history, the growth, trials, victories, plans and disappointments, the past effort expended in a million ways to bring an organization and its business up to its present day standard are not for discussion. We must concentrate upon the "Problem of the Future." To-day's work — to-morrow's work — not yesterday's.

A harder task now confronts every successful business than at any previous time in its history.

It is a harder task to build up the business now than it has ever been because we are expected to accomplish more. Each individual connected with the organization is presumed to be more reliable, more efficient, and consequently is expected to produce greater proportionate results next year than last.

The very fact that your business has reached the proportions of to-day makes it harder to increase sales because you are encroaching more and more upon the strongholds of your competitors and your opposition as you thus encroach will become more noticeable and your competitors more active.

While in a measure you may have a product that has a reputation, with advantages that none of your competitors enjoy, to present to the public and the merchant, the fact remains that this very *strength* of yours makes your opposition all the harder to meet; for they must resort to unusual methods and sharp practices to overcome your natural advantages.

To-day we read and hear much of the new nationalism and conservation, the idea of putting the man above property or privilege and the acknowledgement that the "human race" is entitled to more consideration than merely furnishing a majority to be exploited by a minority.

## Service the Vital Force in Business

This change that is coming over the public is showing plainly in the world of business. The appreciation of service as the vital force in business on the part of all those engaged in the conduct of retail,

wholesale and manufacturing enterprises and even the professional man is making this an era of clean business.

All through the business world of to-day you will find a growing appreciation that a broadly organized, practical knowledge should be available in the day's work. This is not only desirable, but absolutely necessary to real success on the part of the business man and employe of to-day and to-morrow.

It is more economical to conceive the truth through study than it is to have it pounded into you by experience.

Throughout the business world there is a growing appreciation of the fundamental idea that the plain, sensible and common truths, the ten commandments as it were, are at the foundation of all real business success, social development and political improvement.

It is nevertheless necessary to be continually on the alert.

Each individual must contribute his full quota of efficiency. He must study, work, think and take care of his health in a manner that will make him a strong, efficient worker.

Of interest to each salesman in particular, but it is good preachment for everyone, is the growing appreciation of the wisdom of cheerfulness. This means much to you.

It isn't so difficult to be cheerful.

Cheerfulness is sanity. Every cheerful man's tasks are pleasanter, every burden lighter, each problem easier, and every vision clearer, says my friend Leonard W. Smith.

All of us as salesmen are troubled with negative qualities, some of us have more than others and they demoralize our positive qualities and depreciate our value as an efficient unit.

Each man must study himself and cultivate initiative, order, thoroughness, punctuality, tact, observation, concentration, self-control, persistence, temperance in all things, loyalty and peace, self-respect, confidence, and fortune will smile on him.

Fight any tendency toward procrastination, insincerity, self-conceit, awkwardness, indecision, confusion, laziness, extravagance, intemperance in any direction or disloyalty in thought or deed. This is preachment and hits somewhere each one of us, but it's good to have it hammered home.

Careful reading, plus observation and the ability to apply what you know, is one of the greatest helps that you can cultivate to increase your individual efficiency as a salesman.

Remember, all that I can do, or anyone else for that matter, is to point out clearly the way that you can direct your thought and energy to increase your efficiency. I cannot make you do it. I realize this, but I believe nevertheless that by reminding you that you will gradually, consciously or unconsciously, take up the good ideas if you are not already in possession of them.

#### Your Peculiar Power of Self-Improvement

Advertising and selling were at the beginning merely barter of commodities, a haggling match in most cases between those making the exchange of commodities.

To-day business is recognized as that which has to do with man's activities in the way of wealth-producing, wealth-distributing, and wealth-using.

Man's industry is business, and the selling of goods has reached a point where, instead of being a mere matter of barter, it is recognized as a profession, and that back of advertising and salesmanship there lies a philosophy and that these fields of endeavor are being reduced to a science.

Man, you must remember, is not only a being modified by his environment like the animal, but one who also has the power of modifying that environment by his own conscious effort.

You must appreciate this; you must place the right value upon yourself and change your environment by building your efficiency and as a direct result your earning power.

Study the thought that the science of business is the science of service and that the return force of service is the trade's good will which is the best paying part of the value of a business enterprise.

Bear in mind that the keystone in the arch of successful salesmanship is thoroughness plus a plan. If you want to keep yourself above the average be thorough, follow a plan and add to that, earnest loyalty for the house. If at any time your loyalty cools you should not remain with the house. It is spoiling you, wasting your capital "time" and it is not fair to the house.

Keep in mind an appreciation of the value of time. Your work is on the problem of increasing your efficiency.

Most people waste time in the course of a day, that if utilized, would enable them to become finished man product.

Imagine how you would feel if the house put no more thought to the improving of their product, business and the method of its conduct than you do to the further building up of yourself physically, mentally and morally.

I will gamble that some of you haven't thought of this seriously enough to form a resolve and get busy on something directly bearing on *yourself* for months.

Get the right perspective, look at yourself and think it over with the right attitude of mind.

#### Conviction

Shall I, when summer days of life are spent,  
And I have failed to live a life sublime,  
Look back and wish to live again, the days  
That I have written in the files of time?

Shall I, in retrospect, perceive the Fate,  
That frowned, and awed me as a wall of stone,  
Prove but a wraith of morbid thought  
That would have fled if light of Faith had shone?

Shall I, the landlord of my vineyard,  
Plant and train a field of barren trees,  
And when the time of harvest cometh,  
Say a blight, a pest has persecuted me?

Shall I, if blessed with power to analyze,  
See in my heart a thousand sins,  
Shall I shrink back, give up the fight,  
While he who prays and sticks, the battle wins?

Shall I, if drifting with the tide of circumstance,  
Say that God and Fate can only cruel be,  
When my life is wrecked and lost forever,  
And my unmarked grave is in Oblivion's sea?



## The PHILOSOPHER AMONG HIS BOOKS

*It is foolish for a man to accumulate material wealth, chiefly, houses and lands. Our stock in life, our real estate, is that amount of thought which we have had, which we have thought out. The ground we have thus created is forever pasturage for our thoughts. I fall back on to visions which I have had. What else adds to my possessions and makes me rich in all lands? If you have ever done with those finest tools, the imagination and fancy and reason, it is a new creation, independent of the world, and a possession forever. You have laid up something against a rainy day.—Thoreau.*

**MOTION STUDY—A Method for Increasing the Efficiency of the Workman.** By Frank B. Gilbreth. D. Van Nostrand Company, 23 Murray and 27 Warren Streets, New York. \$2 net.

A little while ago we thought that the processes of production had been studied and perfected until there was little room for improvement. We talked of the great progress of science and invention, of the rapid evolution of more and more efficient machinery and tools, of great revolutions in methods that had increased efficiency hundreds of per cent.

Now we are beginning to see and understand that this was all guess work and loose talk.

True, we had done a great deal with things and ways and means.

But we had seemingly ignored that it took men and women to run the machinery, to work the systems and to carry out the processes.

Thirty years ago Frederick W. Taylor discovered that men and women were wasting a large part of their time and effort because they did not know how to run the machines, work the systems, and carry out the processes efficiently. Patiently, and with a genius for taking pains, he began to study men and their work, taking accurate account of every factor that entered into their performances, timing every motion with a stop watch that recorded hundredths of a second, working out the effect upon output of every condition in and around the worker, and finally evolving an exact science for each kind of work he studied.

When applying these sciences, men and women were enabled to double and treble the

amount of work done, at the same time usually, also, cutting down the hours of labor and their fatigue.

Other men began to take notice of the new development. They learned the principles upon which Mr. Taylor did his work. Then they began to work with him, applying the methods of scientific management, as it began to be called, to different trades and industries.

Among these men was the author of this book, Mr. Gilbreth, a contractor and builder who was known also as a champion bricklayer. He applied the new science to one of the oldest trades in the world—bricklaying.

When he began his study, the very best bricklayers, following the best traditions of the trade, were using eighteen separate and distinct motions to lay each brick. By intelligent and scientific study he cut this number down to four and a half in one kind of work and one and three-fourths in another kind. Naturally, this cutting down of the number of motions speeded up the work. Men were quickly taught to lay three times as many brick as before, and with less physical effort and consequent weariness.

And now Mr. Gilbreth tells all about it in this book.

The principles are so outlined as to apply to any operation. The examples given are from the trade of bricklaying. In an introduction, Robert Thurston Kent, editor of *Industrial Engineering*, tells us how he applied them to office work.

The book is well printed and profusely illustrated from photographs.

**THE PRODIGAL JUDGE—By Vaughn Kester.** The Bobbs-Merrill Company, Indianapolis, Indiana.

There is goodness and beauty everywhere and in all people.

And oftentimes the finest qualities of goodness and the rarest beauty are found where you would least expect them. It is the mission of the artist to create pictures, statues, books and other things, showing us things as they are, but with their goodness and beauty brought out where we ordinary mortals can see them. This is what Vaughn Kester has done with several of the principal characters in his story.

We can see the pompous old sot, vagabond and reprobate in Judge Slocum Price. We can see the bitter, harsh misanthrope and drunken tramp in Solomon Mahaffy. We can see the



idling, primitive ignoramus in Bob Yancy. And we can see the roving, lazy, ne'er-do-well in Richard Cavendish, who claims to be the Earl of Lambeth. But we can also see the finest of courage, affection, unselfish devotion and disinterested loyalty in these same humble people of the Old South. These live for us in the pages of this charming story.

The other characters are some of them colorless, some of them too darkly drawn, and some of them merely ludicrous, but none of them are so convincing as these four.

There is plot and counterplot and a teasing dash of mystery in the long novel, but it is all well told, and we are held to the narrative to the happy ending.

**REPORT OF THE FIRST SESSION OF THE BOYS' STATE FAIR SCHOOL—***By Francis G. Blair, Chairman of the Commission in Charge. Published by the Commission, Springfield, Illinois.*

Last year two boys from each county in the state of Illinois were selected by a Commission, appointed by the State Board of Agriculture, to attend a school at the State Fair for the purpose of studying the exhibits and taking other instruction. The idea was to "more fully inform and interest the residents of the respective counties in the resources of Illinois, and the achievements of her citizens, as demonstrated by the displays on exhibition."

The two boys from each county, one from the city schools and the other from the rural schools, were chosen by committees, each consisting of the County Superintendent of Schools, the President of the County Farmers' Institute and a third person selected by them, usually a city superintendent or High School Principal. The boys were chosen by a test devised by the committee, a part of it being usually an essay on the objects of the exposition and what the writer expected to gain by a week's attendance at the State Fair School. All the boys were over fifteen years of age.

The boys were provided with a tent and cots for dormitory purposes, but bought their own meals and paid their own railroad fares.

Instruction was given by members of the faculty of the University of Illinois, using the different exhibits as laboratory materials. The following subjects were taught: Poultry, Sheep, Farm Machinery, Swine, Horticulture, Horses, Dairy Cattle, Beef Cattle, Milk Testing and Dairy Exhibit, Soils and Improvement of Crops, and Animal Diseases.

This pamphlet contains a full report of the school, with illustrations from photographs.

**COURTSHIP UNDER CONTRACT—THE SCIENCE OF SELECTION—A TALE OF WOMAN'S EMANCIPATION—***By James Henry Lovell Eager. \$1.20 net. The Health-Culture Company, New York.*

Ralph Guy, a young New York lawyer, goes to the deep woods where the great attorney, George Davidge, has his country home, on a

secret business mission for Davidge. While there he meets and falls in love with nineteen-year-old Mona Davidge, niece and adopted daughter of George Davidge. At least he thinks that he falls in love. He is an impulsive and ardent wooer and proposes marriage the second time he talks with the girl. Mona is favorably impressed with the young man, but does not let herself fall in love with him, although that is her maidenly inclination. Her own parents had made a sad failure of married life and she has worked out a plan for making the selection of a life mate scientific and certain of good results. The young couple become "engaged" by the signing of a contract to live together as husband and wife for six months, sharing the expenses of the household equally, but occupying separate private apartments. The girl remained mistress of her own person. The object of this arrangement is mutual study of each other's characters and personalities and a thorough introspection of their own emotional symptoms. The contract is terminable at any time upon request of either party and, if not voided before, ends in either marriage or separation at the end of its term of six months. How this arrangement works out is the story.

The book is a serious one, the story itself being somewhat subordinated to the earnest discussion of the author's views on the subjects of eugenics, sociology, marriage and divorce, good government and economics. These discussions are, for the most part, sane and reasonable. Being upon subjects of the most vital interest to every living human being, they are at least worth considering.

Whether the plan of courtship under contract would accomplish all that the author believes it would, I cannot say, never having tried it. And I don't believe that I should be any the wiser if I had tried it. I should know how it had worked out in my own case, but what Jones and Smith and Brown might find in it, I could not say until they have tried it, too. But any sincere attempt to solve this vexed problem, any influence that will cause people to pause and consider carefully what they are about to do before making a life-contract of marriage, is bound to be productive of good.

To work is to pray.—*Carlyle.*

The busy world shoves angrily aside

The man who stands with arms akimbo set,  
Until occasion tells him what to do;

And he who waits to have his task marked  
out

Shall die and leave his errand unfulfilled.

—*Lowell.*

"The holiness of beauty enhances the beauty of holiness."—*Horne.*

It matters not how straight the gate,

How charged with furnishings the scroll;

I am the master of my fate;

I am the captain of my soul!

—*W. E. Henley.*

# Helpful Hints for the Student of The Business Philosopher

(JULY, 1911 ISSUE)

1. How many articles in this issue can you apply to your business?
2. How many articles in this issue can you apply to your own work?
3. What article of them all has been the greatest inspiration to you?
4. Which has been of the greatest practical value? How?
5. How many practical suggestions for the improvement of your firm's service to the public can you get from this issue?
6. What practical suggestions for man-building do you get from this issue?
7. What one thought in this issue has made the deepest impression on your mind, and why?
8. Give three or more thoughts selected from this issue which you believe will be conducive to self-improvement, and therefore Efficiency Development, and which you have committed to memory.

## Specific Questions on Certain Articles

### On the Front Porch—Page 371

1. What is business?
2. What is sentiment?
3. What are the three chief endeavors of any good business?
4. What is the first and fundamental sentiment for the seeker after success to cultivate in others?
5. What sentiments should one seek to develop in one's self?
6. What emotions should salesmen strive to arouse in their customers?

### Harrington Emerson—Efficiency Engineer—Page 385

1. What do you learn from the story of Mr. Emerson that is of practical value in your work?
2. What are Mr. Emerson's twelve fundamental principles of efficiency?

### The Modern Merchant—Page 391

1. What are the five great world activities?
2. Under which of the five does your work come?
3. Into what divisions does Dr. Krebs consider the business world?

4. In which division and subdivision does your business belong?

### The Questions of Socratic— Page 395

1. What is the lesson intended in the story of "Wiggins' Ultra-Stellar Journey?"
2. Can you apply any of the means for saving time mentioned in "Goode Burdard's Twenty-four?"

### The Use of Imagination in Business—Page 407

1. How do you use imagination in your own work?
2. Show how imagination was used in building up the business in which you are engaged.
3. Can you suggest any ways in which imagination might be used to improve the business?

### Gleanings From Business Fields— Page 411

1. What are Cardinal Gibbons' six rules for a long and happy life?
- Give a three-minute talk on the value of the contents of this magazine to you.

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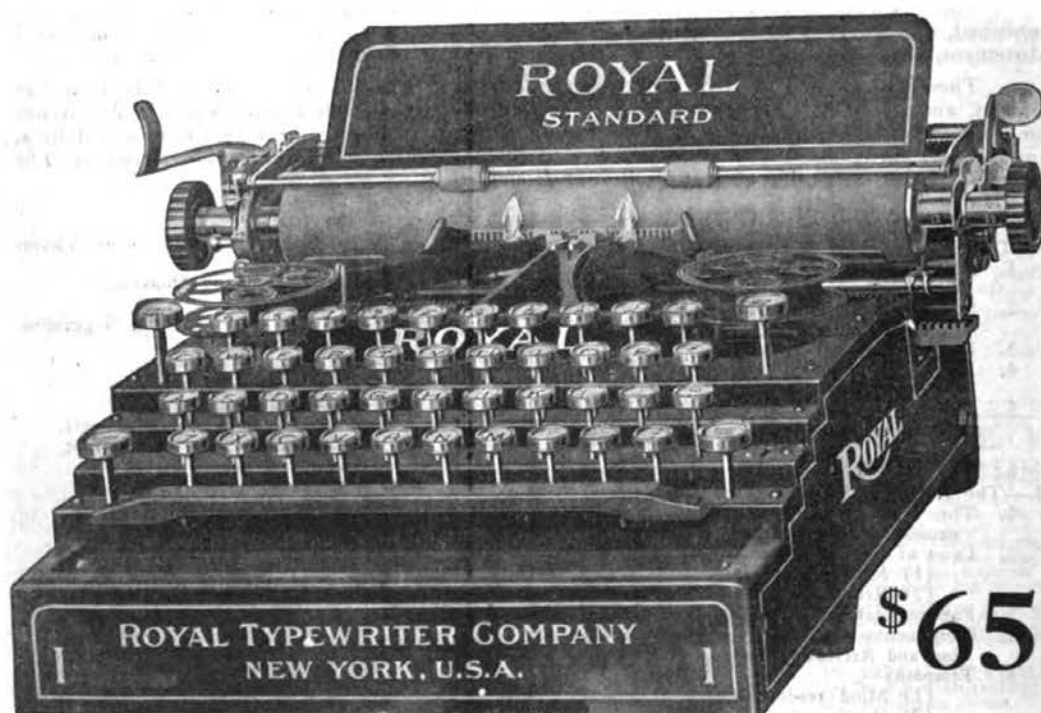
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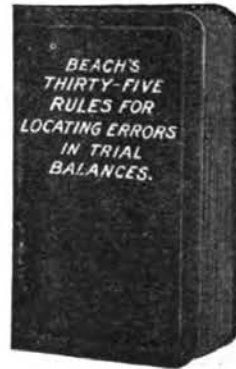
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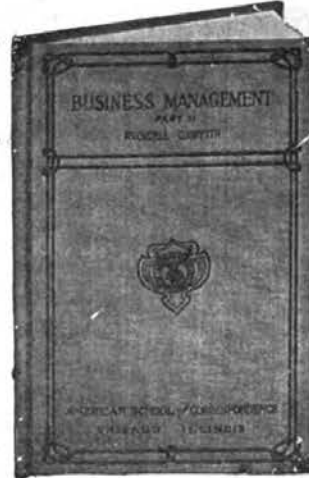
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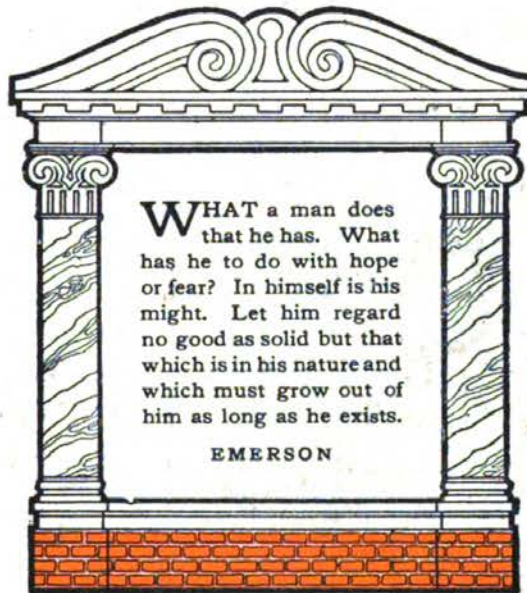
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as long as you  
can—then keep  
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has he to do with hope  
or fear? In himself is his  
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which is in his nature and  
which must grow out of  
him as long as he exists.

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# CONTENTS

ARTHUR W. NEWCOMB  
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SHELDON'S BUSINESS PHILOSOPHER & SALESMANSHIP

AUGUST, 1911

JUDGE ANTHONY DONOVAN.....	<i>Frontispiece</i>
EDITORIAL .....	439
<i>By A. F. Sheldon</i>	
HABIT AND SELF KNOWLEDGE .....	447
<i>By Anna Griffith Sheldon</i>	
TAKE THE BUMPS AND TRY AGAIN.....	452
<i>By Edwin N. Ferdon</i>	
WHY BIG BEN WAKES YOU UP.....	453
<i>By Arthur W. Newcomb</i>	
RETAIL MERCHANDIZING AND ADVERTISING.....	457
<i>By Frank W. Tully</i>	
THE QUESTIONS OF SOCRATIC.....	465
<i>By Arthur W. Newcomb</i>	
FOR THE HOT DAYS.....	470
<i>By Milton Bejach, Adv. Mgr., The McCaskey Register Company</i>	
COURAGE DEFIES ANNIHILATION.....	471
<i>By Fred L. Holmes</i>	
A LAYMAN'S LESSON IN SURGERY.....	473
<i>By T. T. Cook</i>	
ABOUT THE WESTINGHOUSE REDUCTION GEAR.....	475
<i>By George Westinghouse</i>	
GLEANINGS FROM BUSINESS FIELDS.....	477
<i>By Thomas Dreier</i>	
ON THE WAY TO BROAD LIFE AREAS.....	479
<i>By Sheldon Leavitt, M. D.</i>	
HITTING THE HIGH SPOTS.....	481
<i>By Arthur W. Newcomb</i>	
THE MODERN MERCHANT AN ARTIST.....	485
<i>By Stanley L. Krebs</i>	
LIFE INSURANCE AS A PROFESSION.....	488
<i>By Edward A. Woods</i>	
LETTERS OF A SALES AND ADVERTISING MANAGER.....	491
<i>By George H. Eberhard</i>	
ON THE TRAIL OF THE AD.....	493
<i>By Morton Mayne</i>	
PUTTING ON POWER IN SALESMANSHIP.....	496
<i>By Milton Bejach</i>	
THE PHILOSOPHER AMONG HIS BOOKS.....	502

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Dr. Blackford has written six articles on the Science of Character Analysis for *THE BUSINESS PHILOSOPHER*. They appeared in the issues for November and December, 1910, and January, February, March, and April, 1911. Beginning with the September issue for 1911, she will complete the series of twelve. She is now on a tour of the world, doing research work among different races of men, for the benefit of the science. Some of the results of her work will appear in her future articles in this magazine.

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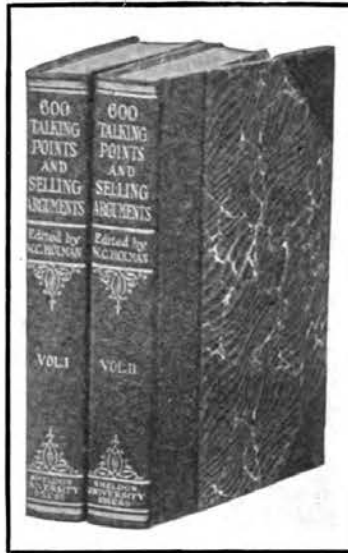
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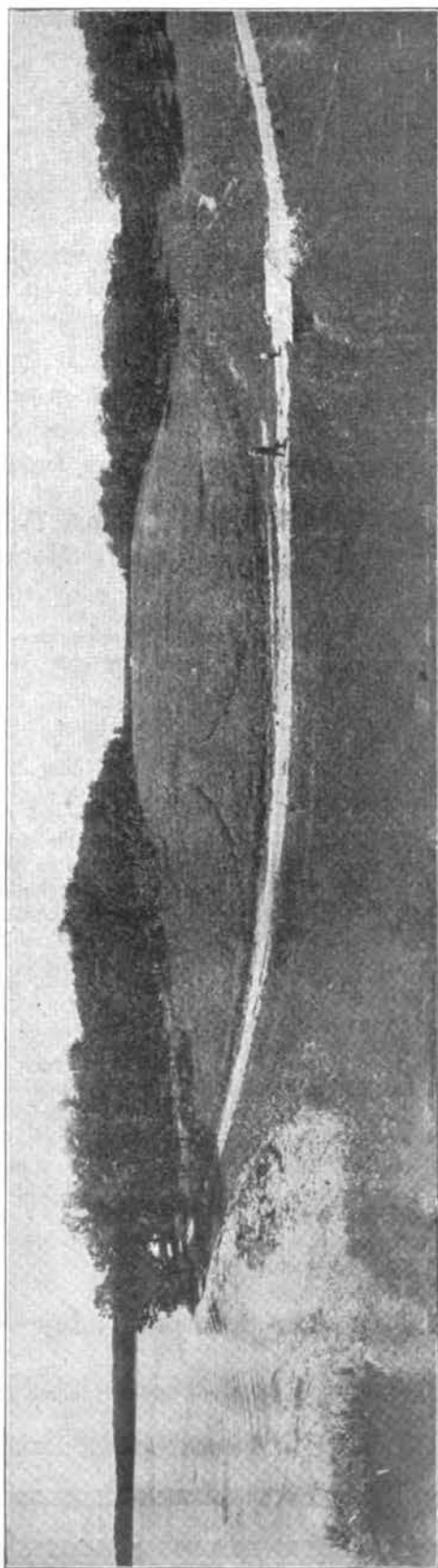
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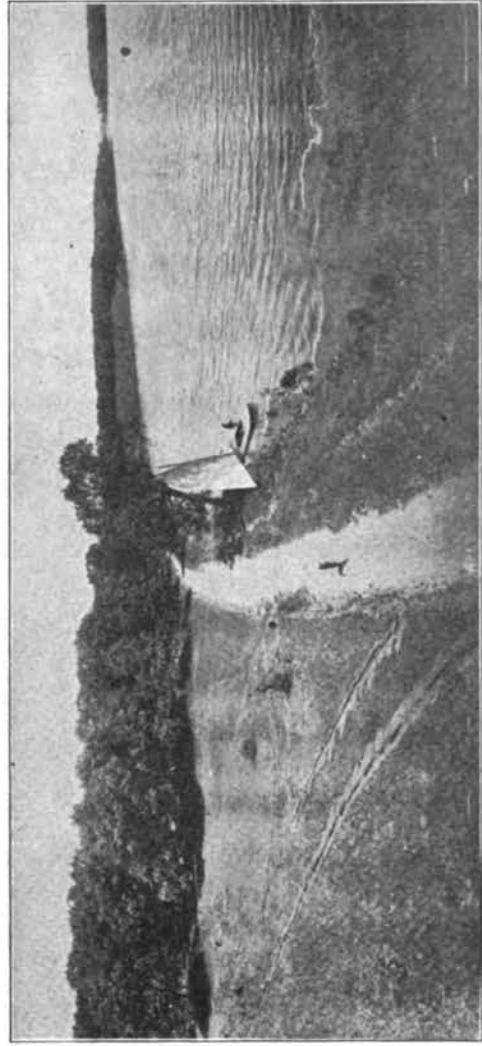
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JUDGE ANTHONY DONOVAN

# The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME VII

AUGUST, 1911

NUMBER 8

## *On the Front Porch*

*Where We Talk Things Over*

"Eyes blinded by the fog of Things cannot see Truth.  
Ears deafened by the din of Things cannot hear Truth.  
Brains bewildered by the whirl of Things cannot think Truth.  
Hearts deadened by the weight of Things cannot feel Truth.  
Throats choked by the dust of Things cannot speak Truth."

**B**UT you and I are in business. And business men must deal with Things.

We have been learning the nobility of the profession of business—realizing, in some degree, the sacredness of human service.

In the midst of all our making, carrying, buying, and selling of Things, we have been holding before us an ideal. Even in commerce we have been looking for Goodness, Beauty, and Truth.

And now comes Harold Bell Wright, maker of word-masterpieces, and gives us the solemn warning that I have quoted at the head of this column.

I have read some of this writer's works, and I know that he, at least, can see, hear, think, feel, and speak Truth. And he can do it with Goodness and Beauty. His "Uncrowned King" ought to be read by every one of you here gathered on The Front Porch.

So I think and feel that he is right about the killing effect of Things.

But I know, too, that the business man, whose life and work is with

Things, does not need to be blinded, deafened, bewildered, deadened, and choked by them.

Of course, I know that many are.

I know that it is easy to permit life to become slavery to Things. Such bondage is not peculiar to the business world. I have seen many unfortunates who were slaves to mental things. And that is even worse than being bound by material things.

Life, restricted in either way, is petty, narrow, selfish, miserable, hopeless.

And life should be more than business, more than profession, more than society, more even than life's work.

True success demands the larger life—life on the higher levels, where the air is pure and sweet, the sunshine clear and truthful, and the view far and broad.

While living the great life, we need not neglect Things. These we must look after. With and through these we must do our work, serve humanity, and make money.

But we shall be masters and not slaves of them.



We shall use them, but they shall not blind our eyes, deafen our ears, bewilder our brains, deaden our hearts, or choke our throats.

To quote Edward Howard Griggs:

"We may hope then to be lifted out of the routine of daily existence into wide unity with the best in nature and man. The deepened capacities of spirit will bring an added return through all that we experience in our business and in the relations we sustain to others. Thus shall we grow in power to fulfill the true vocation of man—noble living, and find unfailling and increasing joy and interest in ever learning the never finished art of life."

MONEY, FAME, usefulness, love.

These things men seek.

In them they find happiness IF——

I remember once talking with a man who had many millions of money—all made by his own hand and brain. His income was so large that it was a task to spend and invest it.

As he spoke, his voice was weary and wooden. Upon his face, deeply graven, were heavy, down-sweeping lines of sadness. And his eyes—they haunt me yet! They seemed to look, lifelessly, into a future dark and empty—hopeless. I never saw him smile. I never even saw him frown. Feeling seemed dead in his heart.

Money had not brought him happiness.

We were all saddened, not long ago, by the tragedy of a famous author—dead by his own hand.

He had carelessly cast aside the tasteless husk of life when at the zenith of fame and fortune.

They could not satisfy the longings of his spirit.

I sat, the other day, in the presence of a great master servant.

His life had been one long gift of service. Usefulness had been its keynote. Men and women the world around spoke his name with love, for he had helped them. The best of fame was his, and money had been poured in a flood at his feet.

But he spoke to me in tones of despair.

He had done so little, and the need was so great.

His ideals had been high, and he had fallen so far short of them.

So many of his best efforts had seemed fruitless—so many of his dearest plans had ended in failure.

And so, even in usefulness, men fail to find that which is the prime object of human existence—happiness.

Literature—and the life it mirrors—is full of the tragedies of great loves that have brought misery to the lovers.

You and I know men and women on fire with love—love of mate, love of friends, love of country, love of humanity. And their love has won for them the love of its object. And yet they are miserable.

No, even love, the key to all the problems of the universe, cannot, of itself, bring happiness.

Is happiness, then a will-o'-the-wisp, ever luring us on but having no reality?

Is this human life of ours, then, a hollow delusion, seductive in promises but empty of fulfilment?

Is our striving after what we call success but the gathering of Dead

Sea fruit that turns to bitter ashes upon our eager lips?

Is this very aspiration to the larger life—the higher levels—but one of the mental Things that blinds our eyes to Truth, deafens our ears to its call, bewilders our brains so that we cannot think Truth, deadens our hearts to its feeling, and chokes our throats so that we cannot speak it, even to our own inner hearts?

If you have found it so, "one thing thou lackest." And that one thing all these lacked who sought happiness in money, fame, usefulness, and love.

I speak to you of Wisdom.

WISDOM is the highest plane of intelligence.

At the bottom round of human mental life is Ignorance.

Name any of the woes, limitations, disappointments, vices, or failures of life, and I will show you its root in ignorance.

There is intellectual ignorance that closes the doors of opportunity. But worse than that is the ignorance of the soul that leaves its victim, no matter how learned intellectually, forever the slave of Things.

The next step above ignorance is Knowledge.

Great is the power and usefulness of knowledge—when applied with wisdom.

But knowledge is not enough for one who would live upon the higher levels.

You remember what Cowper said:

"Knowledge and wisdom, far from being one,  
Have oftentimes no connection. Knowledge dwells

In heads replete with thoughts of other men;  
Wisdom in minds attentive to their own.

Knowledge, a rude, unprofitable mass,  
The mere materials with which wisdom builds,  
Until smooth'd and squar'd and fitted to its place,  
Does but incumber whom it seems t' enrich.  
Knowledge is proud that he has learned so much,  
Wisdom is humble that he knows no more."

Knowledge—applied—gains money, wins fame, opens the way to usefulness, and enlightens love.

But knowledge alone produces these beautiful plants barren of the flower of happiness.

Just above knowledge in the upward climb of the mind and soul we come upon Learning.

This is knowledge plus.

It is one of the steps on the way to wisdom.

Broad in its scope, deep in its delving into hidden truth, and high in its reach toward the stars of eternal verity, learning leads on to wisdom. But let it fall short of that goal, and it may be only madness.

Learning is not all in books—no, not even the principal part of it. Learning—the learning that gropes its way toward wisdom—is mostly from life itself.

And so we come to the highest mental pinnacle—wisdom.

Based on knowledge and learning, it is broader, higher, and deeper than either. And it is different from either, having a rare essence of its own.

But it is not unattainable.

True wisdom is found, often, in the humblest and obscurest of folk. Those who have found this that is "more precious than rubies" are often those with but little of what the great herd calls knowledge and learning. You know, however, that they have

it, because of the great peace and contentment in their eyes—the unalloyed happiness that shines in their faces.

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WHAT THEN is wisdom?

Where is it to be found?

How shall we seek it?

Busy business men that we are, striving for material success as we must, reaching out for fame, for usefulness, and for love as our hearts demand them, we pause and wonder.

What are we here for?

Why should we strive if the end is but emptiness and bitter disillusionment?

These are intensely practical questions.

I cannot tell you all that wisdom is, or all the places where it is to be found, or all the ways in which it is to be sought.

If I could, I should be Infinite Wisdom—which I am not.

But I believe that in one of its aspects, wisdom is that which, in greater or less degree, enables us to adjust ourselves harmoniously in our material, mental, and spiritual environment.

Not a dull, spiritless submission to surroundings, understand, but the growth into, and attraction to ourselves of, the environment in which we can find harmony.

Putting it in a different way, and a little more definitely, wisdom is a realizing sense of relative values—material and spiritual.

The wise man puts first things first in his life. He gives all other things their place according to their proportionate worth.

In other words, wisdom seeks first the most important and precious of

all things; secondly, that which is of next importance and value. And, in that very seeking, wisdom sees and knows what is the best thing to be done, what is the best way of doing the best thing, when is the best time to do the best thing.

And wisdom acts.

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I DO NOT hesitate to say that the beginning of wisdom is in a realization that there is an Infinite Force working in and through all things and all life, throughout the universe, and that this great Cosmic Force works always for Good.

Call this Infinite Intelligence and Infinite Love by any name you choose. Or let it go unnamed in your consciousness. You have begun to walk in wisdom's way when you know and feel that the great, overruling power in all the universe, and in all the affairs of your life, is Good.

Then you will know that, no matter what comes to you—no matter what you bring to yourself—it is Good.

In our talk *By the Fireside* in *THE BUSINESS PHILOSOPHER* for January, I told you, "Life is Good." And I tried to show you how life is good—even the things in life that we often call evil. It will do you no harm to hunt up that issue of the magazine and read over that talk. Because, when you know that life is good—that the Ruling Power in life works only for good—you have taken the first step toward wisdom.

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I HAVE TOLD you that I do not know all the ways of seeking wisdom. If I did know them, I should not have the space to tell you about them

here. But we shall find it profitable to talk over a few of them.

Good health is a prime essential to wisdom.

Illness is abnormal. It poisons the body and clouds the mind. It is one of the most blinding, deafening, bewildering, deadening, and choking of Things.

It warps judgment, unbalances reason, weakens memory, distorts imagination, narrows and sours feeling, and depletes the will.

Health is physical and mental harmony. And we are seeking for harmonious adjustment in our environment.

First of all, then, harmony within ourselves.

A WELL-DEVELOPED intellect is a powerful instrument in Wisdom's hands.

By this, I do not mean a mind crammed with facts.

It is better to be able to see, hear, smell, touch, and taste keenly, accurately, and discriminatingly, than to have the contents of many dry-as-dust books stowed away in memory.

It is better to have sound judgment, clear and powerful reasoning faculties, and fine analytical discernment than to make one's brain a cellar for the roots of dead languages.

It is better to have a retentive memory for essentials, with all its contents easily recalled and recognized, than to be able to work out formulas in the fourth dimension.

It is better to have a healthy, active, practical imagination, creating new uses and new beauties out of old materials, than to know the names of all the kings of antiquity.

All these powers of the intellect help us in the quest for knowledge and learning, which are the materials with which Wisdom builds, as Cowper says. Or, as we have seen, knowledge and learning are steps on the way to wisdom. Or, to use still another figure, they are the foundation upon which the temple of wisdom is built.

But, while knowledge leads to wisdom, it does so only when wisdom guides us in the way of knowledge.

How can this paradox be true?

Because wisdom is not a sudden acquirement.

Even the most foolish ones have a little—all it needs is to be increased. And to be increased it needs but to be used.

I have heard it said that the way to get wisdom was to pray for it.

And I agree to this—if you will let me define prayer—intense desire, finding its expression, not only in aspiration and supplication, but in action. He prays best who sets about it to do all in his power to get the answer to his prayer.

I have seen people pray for wisdom until the windows rattled. But their prayers were not answered because they did not use the little wisdom they had.

So, then, in all your seeking for the priceless jewel of wisdom, be wise. And if you can't be as wise as you wish, be as wise as you can.

Be wise in your pursuit of knowledge.

Put first things first.

Concentrate upon essentials.

Study to use the best methods, in the best way, and at the best times.

RIGHT FEELINGS are necessary to wisdom.

Remember, "harmonious adjustment" is the goal.

And there is no more destructive inharmony than emotional poison.

Anger, envy, jealousy, hatred, fear, worry, suspicion, revenge, despair, doubt, indifference, deceit, injustice, self-pity, disloyalty, and discouragement—these are wisdom's bitterest and most powerful enemies.

But they can all be put to rout by the development—guided by wisdom—of good nature, unselfishness, love, desire to serve, courage, calmness, trustfulness, forbearance, hope, faith, earnestness, honesty, justice, poise, loyalty, cheerfulness, and kindness.

These are wisdom's best and truest friends.

Wisdom cannot live without them, because in them alone is there harmony within and any possibility of harmony with your environment.

A STRONG, HEALTHY body and mind—a clear, powerful intellect—fine, sensitive, right feelings—all these must find expression in action, if you are to have wisdom.

That brings in the will.

Here are more paradoxes:

The will cannot act without the guidance of the intellect and the influence of the feelings; nor can the intellect and feelings be developed without the action of the will.

We learn by doing.

We cultivate our right feelings by acting in harmony with them.

Wisdom cannot be increased without the strong and continuous action of the will; nor can the will act for the increase of wisdom unless guided by wisdom.

And the answer is to get action, now, on the wisdom you have.

THERE ARE some more specific ways to wisdom.

Temperance, moderation, balance, is one of them.

Extremes of abstinence are as inharmonic as extremes of indulgence.

The extremist in anything lacks a sense of proportion—a realizing sense of relative values.

He who is on the pathway to greater wisdom does not disregard Things. Neither is he a slave to them. He seeks the right and harmonious proportion in the use of Things.

So, likewise, does he maintain his balance in relation to ideas.

He realizes that, for the finite mind, there is no absolute Truth—no absolute perfection. He is therefore open-minded to Truth wherever found or whence ever it may come. He looks for the Good in all things—and finds it everywhere.

He knows that action and reaction are always equal and in opposite directions—that the further the pendulum swings to the right, the further it will swing to the left when it returns.

He sees all nature tending toward equilibrium.

He sees a perfect balance of forces in the universe.

And so he practices moderation in all his thinking, feeling, speaking, in all the activities and relationships of life.

ALLIED TO temperance and moderation is the great power of calmness.

This is poise—repose of spirit—self-control.

Do not confound this splendid virtue with repression.

Many are outwardly calm while a tempest rages within. This is not poise, but pose—not calmness, but a mask.

The stream dammed up finally bursts forth with accumulated violence.

Calmness does not consist in choking back expression of turbulent or fearful emotions, but in not having such emotions.

The wise man sees all things in their relations. He knows that the Good is supreme. So he is never disturbed. He is never afraid. He never worries.

And so, too, he who seeks wisdom cultivates this same calmness of spirit.

Do not misunderstand me.

There can be an extreme in calmness which is but dearth of all emotion.

As a theory of life this is as unwise as uncontrolled, giving way to every gust of feeling.

The ship that safely reaches harbor is neither becalmed in the doldrums nor blown hither and thither in the weltering seas. With sails rightly set and helm always under control, it makes every wind that blows carry it nearer port.

Have your emotions, then. They are the best things in life.

There are times when it is wise to feel deeply, freely, I might almost say wildly.

As Edward Howard Griggs says, "There must be a certain noble prodigality in great living. Some things are of such absolute value that one must spend time, money, life for them without thought or hesitation. If the virtue of common sense is a thrifty prudence in little things, the at least equally important uncommon sense consists in knowing the absolute when it comes, and accepting it at its worth."

But, remember that this is "uncommon sense."

Be calm.

"The absolute" does not come to you every day and in many forms.

And, however freely you may let yourself go, always keep the upper hand, ready to control, to direct, when that must be done.

CALMNESS MUST be cultivated in the whirl and din of our everyday life—in the midst of Things.

But its hidden springs are found in solitude, in silence, and in meditation.

Poor indeed is he who has not found the untold riches in these.

It is in solitude that we get away from the glare, the din, the whirl, the weight, and the dust of Things, so that we can see, hear, think, feel, and speak Truth.

It is in the silence that we feel the uplift of the unseen forces and sense the beauty of the unseen world. It is there that we learn to know its reality.

It is by meditation that we begin to see and know relative values, to adjust ourselves more and more harmoniously to our environment, and to store up the power that shall keep us ever on the higher levels, even when we are in the midst of Things.

And these, too, are ways to wisdom.

WISDOM is found in communion with nature.

The soothing chant of the pines, the soft and whispering laughter of the leafy forest, the placid voices of the wide places, the lilting song of the streams, the silent and solemn messages of the mountains, and the majestic music of the sea, all exalt and calm the spirit that can respond to them. And we can all respond more or less—and can cultivate a deeper response.

Out in the open, your eyes become clear to Truth, your ears open to her voices, your brain calmed and renewed, your heart exalted with newness of life, and you know Truth, wherein is wisdom.

And this is the larger life.

ART, LITERATURE, music, and the drama, like nature, have also the power to uplift and broaden your life.

And this is ever the part of wisdom.

You cannot see the "overwhelming mass of details" filling your daily life in their true relationships and proportionate values unless you can get up on some mountain peak of exaltation of spirit, such as you will find through nature or human art.

And this is the highest service of art—of beauty wherever found—to

uplift the spirit of man above the whirl and din of Things, so that he can get perspective and distance.

Business men, especially, should cultivate a love of nature and an appreciation of art. They need these influences to broaden lives whose daily work must be done in the narrow channels of material affairs.

I MIGHT ADD many other ways to wisdom to those I have so briefly mentioned.

But I have given you the beginning of the list, and you may be able to add many others yourself.

I cannot close, however, without reminding you that wisdom is like every other boon—the more you give, the more you get.

Express yourself.

Give of your wisdom to others.

In a very important sense of the word, your happiness is in self-expression.

The larger and finer your self-expression, the greater your happiness.

You will find that, while wisdom will lift you above the Things that threaten to submerge you, and will open your eyes and heart to a thousand new manifestations of Goodness, Beauty, and Truth, it will also give you power to succeed in your dealing with the very things you are escaping.

In plain language, the business man who gets his recreation in the cultivation of his finer and higher sensibilities will make more money than the one who sees, hears, thinks, feels, dreams, and talks nothing but dollars.

And what is more important, he will get a great deal more out of life.



# Habit and Self-Knowledge

By ANNA GRIFFITH SHELDON\*

## ARTICLE VIII

**I**N THE last article we dwelt a good deal on the subject of habit. It is a subject of so much importance that we may well afford to say more about the training of our human plants to right habits, to positive habits.

We endeavor to accomplish such training for the child that it may unfold balanced mentally, morally, physically, and spiritually—that it may be of right habits in each of its AREA departments—its Ability, Reliability, Endurance and Action.

Granted you have endowed your child with the AREA legacy of which we have written in previous articles, you must always bear in mind this fact: "Present environment is more potent than past environment."

The AREA legacy alone will not protect your child and make him a success in the world. You must always think to yourself, mother teacher: "AREA legacy, plus right habits, in right environment, is the combination I must make for my child during the two first periods of his education, the prenatal and parental." These things must you accomplish for him, mother teacher or father protector, if you earnestly desire an AREA child.

The mandate, "Know thyself," will fall upon your child later when his mind is ready to receive proper knowledge of himself. His task of finding himself will be less arduous, mother teacher and father protector, if you have shaped and trained your child to right habits through the prenatal and parental periods—from conception up to the school-day period. When you have a choice young plant to care for, what are its needs? Sunlight, air, water, proper soil (proper food), regular pruning and careful handling.

The choice human plant (the AREA plant) needs much the same treatment, but a double portion, because here we have the physical and the mental life to cultivate. But the human plant needs the same proper food and proper exercise.

We have talked before about proper

physical and mental food and much about proper exercise. Review your articles and make a daily habit of them for your little child.

### The Beginnings of Persistency and Courage

Presuming you have been following the instructions given on these points, we suppose baby is now a year old. You find that your baby has the habits of Breathe Right, Drink Right, Eat Right, Cleanse Right, Exercise Right, Relax Right and Sleep Right fairly established. This is so because of your earnest efforts all along to have it so; for by the law of repetition you have framed these parts of the law of endurance for it.

You find baby enjoying frequent draughts of pure fresh water as well as milk, potatoes, apples, oranges, cereals or other simple fare at regular times. You find baby enjoys his bath and his nap afterwards. Except that you have something very dear to love and hold close to your heart, you would not know there was a baby in the house.

Baby's practice of right living has been planned for, looked to, and will be carried on by you, good mother teacher, until such time as he will know how to help himself.

Baby's world is a very small one—just the members of the family and objects near in the first year of his life. As soon as he can creep or toddle about he seeks a larger environment. He tries to reach the region beyond the door. He finds himself in another room. How busy he is taking impressions of the new surroundings. Everything has to be sensed—tested.

When this has been done thoroughly, Nature brings her young subject to the foot of the stairs; for baby's muscles need exercise more strenuous than that needed for toddling about on the level floor. So the stairs are something new to baby, we say. Surely they are new and a great obstacle at first. He makes many attempts to draw his chubby little legs up before he successfully gains the first step. A tug, a pull at the vacant air and a tumble back on the rug or sometimes a hard floor is often

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the outcome of the first assault on the stairs.

When baby gains the first step you laugh. Do you note baby's persistence? Do you see how he maneuvers sideways and otherwise to make the second step?

How much easier the successive climbing becomes when the first steps are made and how baby laughs and chatters over his triumph.

### **The Second and Third Steps in Mental Culture**

At the time he begins his physical climb up the material staircase, he is also started on his climb up the mental stairway.

Baby has sprawled about on the first step—Sensate Right—until the sensations are turned into images. From staring and blinking at objects, he laughs when he sees his mother or his father, and he articulates sounds which make you think he means you, mother, or you, father. He is taking images of you and other objects nearby in all his waking moments.

He is climbing from Sensate Right to Image Right daily, and one day as you come toward him, mother, you are thrilled at hearing "ma-ma, ma-ma," or, father, "da-da, da-da." The latter when grown equals "papa." Your baby has reached the third mental step. He knows you and names you. He sets you apart from other objects in his mental world.

He busies himself on the first three steps for a long time. This is his word-making shop in three departments—the sensation, image and concept steps.

He needs a number of these words before he can speak simple sentences.

You will notice new sounds every day, and one day baby will surprise you with several new ones. You have been in the habit of naming the object as you saw baby looking at it. So he associates the name and object together.

The same mental process goes on with regard to every object in range of his vision. As the days grow into weeks, baby says many words distinctly, and a bit later is putting two or more words together. He is beginning to make sentences. Baby is naturally ambitious, and as the little duck takes to water so your little AREA baby reaches for the next step in both staircases

with his little face turned toward the light or the top.

### **The Formation of Positive Habits of Thought**

Do not implant a fear thought in the little mind about falling. Take time to encourage this climbing. Begin here to train for the habit of courage. Take pains to show how the step is to be made successfully. Watch your voice that it carry no harsh tones and keep sweet patience beside you.

Baby will get on the stairs every time he gets a chance. No, do not bar his progress by placing a gate or chair across the stairs. Your baby is growing. The stairs climbed means progress. Encourage the climbing. Show baby how to climb successfully. Draw out the positive of courage by reassurance and patient assistance.

Begin with the stair-climbing to unfold the physical courage quality of bravery. Right now while he is so earnestly trying to climb the stairs, fear thoughts may become a habit. Courage thoughts are positive thoughts. Positive thoughts are all good thoughts. The habit of positive thoughts unfolds great men and women.

When baby begins to climb the stairs, then think to yourself, mother teacher: "My baby has begun to climb the front stairs. He is also climbing the mental stairway, and I must, by the example of my own life and by the habit of repeating thoughts and acts of courage, cheerfulness, honesty, loyalty, love and service, unfold like positives in the personality of my child."

Build his character from the materials in his AREA legacy. Do not forget that you make a habit of anything—thought, feeling or action—that you take the trouble to repeat over and over again.

The result of positive or negative thoughts, feelings or actions, and the result of negative thoughts, feelings or actions on the character of your child is widely different. Yet both, remember, are made from the operation of the same law. Which law of nature? The law of repetition.

Which do you choose—a child capable of positive thoughts, feelings and actions, of mastering the study of self-knowledge

and practising self-control, or one so torn by negative feelings and actions, so swayed by passion's whims that he cannot get even a clear vision of himself?

The first-mentioned child is a successful child. The second-mentioned child is a failure. Continued positive habits formed early in life by repetition become as adamant in the characters of our men and women.

#### **The Habit of Truthfulness**

Babies learn by imitation. From the time he understands you, teach him truthfulness, by telling him the truth. Never tell him white lies. Never make him false promises. Your very little baby of six months may not appreciate the difference, but if you begin to falsify now, the habit will be so formed in you that by the time your baby is a child of four years old you will practice the same things. Then one day your child will say, "You said it was the other way when you said that the other day, or, "Mother, why do you not keep your promise? You promised me you would take me."

Children have a strong sense of justice and they love to admire their parents as well as love them. So do not build a wobbly honor tower for yourself by telling them little green fibs when you cannot answer their eager questions, or "maybe promises" when you answer their requests. These things are a part of the rotten cement which will not hold your honor tower plumb and true. These are not weavers of truth; they are destroyers of the sweet confidence you truly desire to have between you and your child.

A mother teacher will guard this confidence most carefully. From the beginning of eager questions she works to gain and hold this adamant tie of confidence with her child. Begin by teaching your little baby to tell mother about the ball or the dolly when he can lisp a word or two about it. Repeat this confidence about these objects every day. When the object changes to horse or kitty, do the same thing again.

Some babies are given to unclean tendencies when they are young. Their little noses keep their attention, and other unclean acts go with this one of fussing with the nose. Sometimes they use their hands

as they should not use them. These are serious tendencies and should be corrected by switching the attention at once to something interesting that will form a positive habit in place of these improper tendencies. The positive habits of purity and cleanliness will be established in their stead if you, mother teacher, are watchful and persevering in the matter of forming right habits.

#### **Implicit Confidence the Protection Against Vice**

There is much discussion and advice being given about the immorality existing among our young people in our public schools today. It seems to me that, besides the need of public instruction in the study of self-knowledge as a cure for the prevalent condition, mothers should watch all vicious tendencies in their young children. Very young children can be taught to do right instead of wrong acts. Mothers are often careless in this particular.

There are nurses who teach their little charges pernicious habits. There are other young children who will teach your angel child pernicious habits, if you do not practice confidence building with your children.

Teach your child when he is little to tell you everything. Repetition will cause the habit to grow and become stronger and stronger, and then when you start the study of self-knowledge early enough, you will be honored by your child. You will have his confidence. He will repose in you his innermost secrets. You will fulfil your real mission.

#### **The Need of Candor**

Mother teacher makes a habit of holding sacred her child's confidence. She does not prattle idly to some other mother about her little Mary's failings or shortcomings. Neither is she puffed up over Mary's virtues and accomplishments. She keeps all of Mary's sayings in her heart and ponders how to guard and guide the unfoldment of the legacy she has endeavored to have descend to her child. She fully realizes that the legacy alone will not accomplish the character she desires for her child. She knows that present environment is a potent thing in the forming of habits. She knows that vice wears many guises resembling the bright apparel of truth. So when little

children come to play with your little child, your mother wisdom must discriminate between the true and false chums of childhood.

Self-knowledge is the study you must master, mother teacher. You must be ready to impart verbally the first lesson on self-reproduction to your own child. So many mothers start right. They guide their children so beautifully up to the fifth or sixth year, and then, from mock modesty or lack of knowing this study themselves, prefer to let the child take chances and pick up what it can in any way that such knowledge happens to be offered by somebody else.

Perhaps you hold that the innocence of your child will be tarnished if you say anything about such things to it. And anyway you say you know "Mary has not learned anything about these things so far." Why, mother, you are simply desiring to relieve yourself of the task set you as your very own special mission. You cannot know when some degenerate human vulture may attack your little white dove.

#### **How to Teach the Child about Himself**

Innocence plus ignorance has caused the downfall of many a beautiful trusting girl. The manliness of many boys has been shorn of its purity because of improperly voiced information on this most important of all subjects. They have no conception of the sacredness of womanhood, the sanctity of motherhood.

Little boys and little girls should learn primer lessons in the study of self-knowledge by mother when they first begin to ask questions about themselves. If you have your child's complete confidence you will keep his little mind satisfied on the question of his birth while he is with you in the home.

Do not wait until he learns from some treacherous human vulture the filthy version of the story of self-reproduction, so distorted and so wrapped round with vile thoughts that the whiteness of your child's soul is long in freeing itself from the unclean revelation. Be brave and tell the holy story yourself.

Begin with the birth of the flowers, then the birds, then animals, and then tell them of the birth of their own kind. Give them

the information they require of you. Relegate to the past the thought of immodesty. Talk intimately and frankly on this subject with your own children. Tell them about the venom in the human vulture that may tempt them when they are at play outside, or in the moments when you are not with them. Teach them that such moments are the ones when they must be the bravest and have courage to say they tell their mothers everything and they will not listen.

Do not tell your child the stork brought it down the chimney or the doctor brought it in his pocket. Lead up to its birth by showing the universal law of reproduction of species throughout Nature. Tell the absolute truth about it in the best language you can command, and flinch not until your child knows its own birth-story.

When you have the habit of confidence formed with your child you will not need to fear improper secrets or vicious conduct. Make a habit of confidence with your child. Make a habit of imparting the truths of self-knowledge confidentially to your child. Your child will in this way have the weapons with which to guard his purity. You will have no need to worry. Your child will stand by the dignity of the best in self, because he will *know*, not wonder, about his origin. He will be certain of his advent, his curiosity will be satisfied.

#### **The Basis of Personal Worth**

Personal worth is not only an individual asset; it is the one great basis of all national worth. We gain this personal worth through self-knowledge and self-culture.

The value of self depends on the presence of the positive or success qualities. These qualities must be so developed that they are habits with us in all four of our departments. It is the habit of these qualities innate and expressed in the character of the child that makes him impregnable when vice assails him. The confidence in mother is an added safeguard in the preservation of the purity in childhood.

Self-knowledge gained through mother's revelation of it will reinforce the child's confidence in the mother.

When you train your child in this wise way, you will retain happiness for your child and honor to yourself. Your child

grown to manhood or womanhood will have it said of him:

"Fair is the soul, rare is the soul,

Who has kept, after youth is past,  
All the art of the child,  
All the heart of the child,  
Holding its childhood fast."

## Mastery Over Life

By W. H. TENNYSON

**Y**OUNG Oliver Pickergill was in love with Peter Lannithorne's daughter. Peter Lannithorne was serving a six-year term in the penitentiary for embezzlement.

So begins a story in *The Atlantic Monthly* for November, 1910. The girl is proud, and "won't marry anybody who doesn't respect her father as she does." She asks young Pickersgill to see her father. "If he says it's all right for me to marry you, I will," she tells Oliver.

Before going to see Peter Lannithorne at the penitentiary, Pickersgill visits Mrs. Lannithorne, and later has a talk with his own father. Then, finally, he goes to the penitentiary to visit Ruth's father, as she wishes.

To him he tells the whole story. "For myself," he concludes, "the things they said opened chasms and abysses. Mrs. Lannithorne seemed to think I would hurt Ruth. My father seemed to think that Ruth would hurt me. Is married life something to be afraid of?"

Peter Lannithorne looked at his questioner long and thoughtfully before answering. There was something, the author says, in the quiet, patient manner, in the endurance of the man's face, that touched Oliver to the quick. When he did finally speak, it was slowly and with difficulty.

"They haven't the point of view," he said. "It is *life* that is the great adventure. Not love, not marriage, not business. They are just chapters in the book. The main thing is to take the road fearlessly—to have courage to live one's life. \* \* \* Courage—that is the great word. Don't you see what ails your father's point of view, and my wife's? One wants absolute security in one way for Ruth; the other wants absolute security in another way for you. And security—why, it's just the one thing a human being can't have, the thing that's the damnation of him if he gets it! \* \* \* One ought to try, yes. That is common prudence. But the point is that,

whatever you do or get, you aren't after all secure. There is no such thing, and the harder you demand it, the more risk you run. \* \* \* What every man in the world is looking for is the sense of having the mastery over life. But I tell you, boy, there is only one thing that really gives it."

At this point, the author explains, "Lannithorne hesitated perceptibly. For the thing he was about to tell this undisciplined lad was his most precious possession; it was the piece of wisdom for which he had paid with the years of his life. No man parts lightly with such knowledge."

Having begun, however, he finished, "It comes," he said with an effort, "with the knowledge of our power to endure. That's it."

"*You are safe only when you can stand everything that can happen to you.* Then and then only! *Endurance* is the measure of a man."

"Sometimes I think it is harder to endure what we deserve, like me, than what we don't. \* \* \* Anyhow, take my word for it. Courage is security. There is no other kind."

"Apparently," when he left the prison, the story concludes, Pickersgill "was just where he had been an hour before, with all his battles still to fight, but really he knew they were already won, for his weapon had been forged and put in his hand. \* \* \* A prisoner had given him the master key that opens every door."

Look about *you*. Are not the successful men—the truly successful men—the men of unfaltering courage, of splendid endurance, men who can stand anything that can happen to them, and who still have faith that things will come out right somehow?

Endurance, coupled with reliability and vivified by action, will light the way to success for any man who has ability; and if he hasn't much ability, endurance will give him that, too.

# Take the Bumps—and Try Again

By EDWIN N. FERDON

AS a kid I had always been anxious to have a shot gun—a double-barreled one. I had gone all the way from pop-gun to a .22 calibre rifle, but a shot gun seemed to me to be the top rung of the ladder.

At last my chance came to secure one. It was a beauty, double-barrel and all, and could be gotten for twelve subscriptions for a juvenile periodical.

I went after those twelve subscriptions. It is needless to tell how I corralled them—but, looking back, it is easy to see that kind-heartedness on the part of friends and relatives did more than youthful salesmanship.

Then came a restless interval of waiting. But one day I received a notice from the express company that the gun had arrived. I could hardly await the trip to town next day. But at last we were there, the expressman handed over the package, and we started back. Not for worlds would I have unwrapped that parcel before I stood within the precincts of home. The excitement must be prolonged, and so the journey back seemed doubly slow.

But all journeys have an end—and when at last the package was opened and the beautiful weapon displayed, I strutted like a turkey-cock, so proud I felt. And then, of course, I must load and fire it—but here I hesitated and sought the advice of an uncle, a great Nimrod, who had once actually shot a bear.

"They say," I remarked casually, "that shot guns kick terribly when you fire 'em. Will this one kick?"

"They rebound just a little," answered my uncle, "but if you hold the butt tight to your shoulder, it can't hurt you."

"Suppose you shoot it first," I suggested, "so I can see how it works."

"Look here," said my uncle, "if you're afraid to shoot it why did you get it?"

There was no reply to that query, so I put two shells in the breech and prepared to fire at a telegraph pole nearby. I took elaborate precautions—gripped the barrel tightly, pulled the stock so hard against my shoulder that the bones fairly cracked. The gun, itself, was heavy for me, so I must

needs lean far back to keep it steady. About the only thing I forgot to do was to aim.

I put my finger on the trigger. Somehow, I felt that something awful was about to happen. Perhaps the gun would burst. I glanced appealingly at my uncle, shut my eyes, and pulled mightily at the trigger.

There was a great roar and belching of smoke, and I found myself flat on my back in the sandy dooryard, still gripping the precious gun. I felt that the worst had happened and lay still a short while, with the vague idea that I was badly injured. No injury asserting itself, however, I arose warily, felt myself all over carefully without discovering anything wrong and then turned wrathfully upon my uncle.

There was something in his eyes that very much resembled a twinkle, but he got in the first word before I could. "You pulled both triggers, son," he explained, "no wonder you got a jolt."

I opened the breech, throwing out the shells; both were black and smoky.

My uncle came near and patted my shoulder kindly. "Even at that, it really wasn't very bad, was it?" he said. "It didn't hurt, did it?"

"No," I admitted, panting.

And then he laughed good-naturedly and made a remark that didn't carry much weight at the time, but which has been looming in my mind each year for many working years.

"Son," he said, "you'll never get what you're after in this world unless you're willing to take an awful lot of bumps to get it. The bumps look sort of hard when they're coming your way, but when you get up again, you find they didn't damage you much, only made you sort of want to try it again. Here are some more shells. You better go out first and try to hit the woodshed."

And I did. Only I had learned not to pull both triggers at once—and I actually hit the woodshed, and didn't get bumped in the process, either.

Weak men wait for opportunities, strong men make them.—*Marden.*

# Why Big Ben Wakes You Up

By ARTHUR W. NEWCOMB

**Y**OU all know Big Ben.

I'll venture to say that he wakes many of you up every morning—except Sundays and holidays.

And yet, come to think of it, none of you had ever even heard of Big Ben until last September—less than a year ago.

Now, tell me, why does Big Ben wake you up?

There are plenty of alarm clocks on the market—some of them have been advertised and sold for years. And most of them you might have bought for less money than you paid for Big Ben.

You have tried many of them and found at least a few fairly satisfactory.

So why, I ask again, did you buy this particular "sleepmeter?"

I pause for reply.

Big Ben is a handsomer and better clock? Yes, that's right. But how did you find it out when you had never seen him—or even heard of him before last September?

By the advertising? Right you are again.

But tell me, gentle sprite, why the advertising made such an impression upon you? It had to take its chances with the advertising of other alarm clocks—and, heavier handicap, with the advertising of the thousand and one other things that clamor for your attention and dollars in the pages of the magazines and elsewhere.

You hesitate?

Well, let's stop and analyze a little.

## Principles of Art Applied to Advertising

Before Big Ben could get the job of waking you up in the morning, the advertising had to wake you up to the fact that he was after that particular opportunity to serve.

In other words, the publicity had to get your favorable attention.

And while the timepiece itself ends your dreams and calls you to action by its musical assault upon your ears, the advertising must needs make its appeal through your eyes.

Big Ben's bell rings its clear note out of the cool silence of the early morning. There are no other sounds to distract your attention from its compelling message.

But Big Ben's advertising flagged your roving eyes out of a ruck of hundreds of other claimants, each doing its best to outbid all the others.

Why?

It must have been because there was something about it that caught and held your wandering glance. And that something must have been in the arrangement of the type and illustrations, and in the two or three words that stood out so that you could read them all at once.

Now it has been discovered by artists and psychologists that certain forms, divisions of space, balance of light and shade, arrangements of parts, effects of motion, and other features of design, are more attractive to the eye than others.

It follows, doesn't it, that the Big Ben advertising has been cast in these attractive forms?

How was it done?

That is what I went out to La Salle, Illinois, to find out.

Big Ben is made in the factory of the Western Clock Company in that beautiful little city on the Illinois river. And, in that same factory is made the Big Ben publicity.

And there I met Le Roy.

As soon as I saw him, I knew why it was that the Big Ben advertising had made good. By all the signs known to a character analyst, he was an artist, with splendid appreciation of form and color, and large constructive ability. He also has a keen financial sense, good executive powers, and considerable development of logic, reason, and skill in the use of words.

Mr. G. A. Le Roy, advertising and sales manager of the Western Clock Manufacturing Company, and creator of Big Ben, was born and educated in France. His mother is a painter of great talent, and he was thus reared in an atmosphere of art. The fundamental principles of design and



their application have been drilled into him from his earliest boyhood.

Is it any wonder, then, that he is able to lay out advertising that will do what the Big Ben advertising has done in the way of getting favorable attention?

But it was not enough to get your favorable attention.

#### The Power of Suggestion In Advertising

You didn't go very far toward buying your Big Ben until you got interested enough to read the advertisements and learn that the clock itself was to be seen at your jeweler's.

Now, an alarm clock isn't the most momentous purchase you make in the course of a month—not by any means. You really didn't have much time to bother about it. You could not have been persuaded to read through several thousand words of description of the beauties and glories of the article. You would not have taken the trouble to follow an elaborate setting forth of the perfectly good reasons why you should buy it. Were the description and the argument written in a style equal to Shakespeare's, it would make no difference to you.

And so Mr. Le Roy did not try to tell you about Big Ben. Neither did he argue with you.

But, in a few simple words, he planted a powerful suggestion in your mind. You read all he had to say in any one advertisement in a few seconds. But, somehow or other, the suggestion stuck. And it made you picture to yourself how desirable it would be to be awakened each morning by the melodious voice of handsome Big Ben. The ad gave the clock a personality, by means of the name and by saying "he," "his," and "him," instead of "it," and "its." Made you love him.

The next ad you saw—and you just couldn't help seeing it—dropped another suggestion into your mind. That worked along with the first. The desirability of having that cheery-faced clock to tell you the time grew up from that suggestion.

Then you saw an exceedingly sightly three-color card in your jeweler's window giving you another hunch about Big Ben. And you couldn't help seeing that, either.

Nor could you help reading the adroit, positive suggestion that you gratify your desire and act—go in and buy Big Ben, then and there. That artistic Frenchman out at La Salle had seen to all of that when he designed the card and wrote the copy for it.

#### How It Is Done

You see, Mr. Le Roy does not do his work in a hit-or-miss fashion. He knows just what he wishes to accomplish with every piece of advertising, whether it be a magazine ad, car card, poster, circular, window announcement, booklet, or post-card. And then he goes to work, according to the natural laws covering all the factors involved, to do just that thing, no more, and no less.

He has a splendidly equipped modern printing office as an adjunct to the publicity department. He has artists, designers, high grade compositors, three-color presses, and all other necessary means right at his fingers' ends.

When he has written just what he wants to say to the public, he tells the artist just the illustration he wants.

Then he takes his half-tone or zinc etching or three-color cuts to the composing room and shows just how he wishes them arranged—still with the one idea of producing his desired effect in the minds of certain people.

Patiently he cuts out a word here, adds a line there, and re-writes a paragraph or two, just to make the completed advertisement so artistically right—so rhythmical in form, as Glen Buck would say—that the eye will rest upon it lovingly. Because, you must know, the eye quickly turns from or fails to see that which is inharmonious, while it lingers with pleasure, almost unconsciously at first, upon that which appeals to its natural instinct for harmony in form and color.

And that is why Big Ben wakes you up.

It is also why he is waking up so many of you that the makers are now finishing more than a thousand of him every day in the year, and are increasing their capacity so that they may make even more.

That is why Big Ben is playing Chantecler in every part of the world to-day.

And yet he was unknown until last September.

It pays to know how.

#### What Is In a Name

I learned some other interesting things while I was in the offices and factory of the Western Clock Manufacturing Company.

One is that while "a rose, by any other name" might "smell as sweet," it wouldn't sell as rapidly or bring such a high price in the market.

One of the strongest selling features of Big Ben is his name—given to him by Mr. Le Roy.

"Why did you call him 'Big Ben?'" I wanted to know.

"Well, I don't know just why the name occurred to me, except that I wanted one that was short, easy to say, easy to remember, and suggestive of solidity, reliability, and good cheer. Of course I knew about the clock in the tower of the Houses of Parliament in London that has been called Big Ben for many years, but I cannot say that we named our alarm after him. At any rate, we never mention the fact in our advertising, as that would tend to divide the attention of the reader."

Psychology again. I'm sorry, but that will be an awful jolt to the wise "practical" advertising men who scoff at the "nonsense" of studying psychology in connection with the sale of goods, whether by the spoken word or printers' ink.

But, to get back to that name. It fascinates me, I guess.

Many people write to the company to ask whether their clock is named after the old fellow in London. But the best of all such inquiries came from a serious student of literature.

"In reading Dickens to-day," he wrote, "I ran across a sentence something like this: 'He was awakened by the ringing voice of Big Ben striking the hour.' Now, what I should like to know is how Dickens knew about your alarm clock. If I had seen the line in the writings of Elbert Hubbard, or some other modern writer, I could have understood it. But in Dickens! Please enlighten me."

Here's another thing I found out about names:

For years the company had been making and selling an especially strong and durable alarm clock they called the "F. W." for some inside reason best known to themselves. The clock was of great value, but there wasn't much profit in it, and the sales dragged.

Then Mr. Le Roy changed the name to "Ironclad"—it really is clad in iron—put it up in a handsome and suggestive carton, raised the price to a point where the profit was worth while, and did a little advertising. This advertising was mostly to retailers. It caught on quickly, and today there is a big sale for the Ironclad alarm clock, "the strongest alarm clock made."

So much for a good name.

#### A Side Excursion to the Factory

But I learned some other things at the factory of the company that makes Big Ben—things connected with the manufacturing of the product.

There were the almost human automatic machines—designed by a man on the premises.

Over nine hundred men and women work in this "community of clock-workers," making eight thousand clocks and watches a day, but there would be a great many more workers were it not for these machines, each of which does the work of several men—and does it better than human hands could do it.

I saw them making screws, knobs, and other little things out of brass and iron wire, handling them with precise and accurate steel fingers, and tossing them into trays complete. It was all done under a deluge of rich-looking brown oil.

It seems lavish—extravagant—all these copious jets of oil. But they told me that the actual consumption of oil by all those long rows of machines—each one spouting golden-brown geysers—was only two gallons a day.

Of course I knew that the oil was caught and pumped up to be used over. But I thought that much more than two gallons a day must cling to the filings and the shavings of iron and brass.

So they showed me a dizzily-whirling steel bowl into which they dumped the metal scraps. The centrifugal force was so great that the thin film of oil on these tiny

bits of iron and brass was flung off against the sides of the bowl, ran out over its edge, and poured into a waiting pail in a stream.

Thus, most of the oil is saved. And better still, the metal, which is worthless when coated with oil, can be sold at a good price after it has been cleansed by this modified cream-separator.

The Western Clock Manufacturing Company was organized and is owned by Mr. F. W. Matteson, who came to La Salle from Germany over fifty years ago, a poor boy. He is also the owner of large zinc smelting works and rolling mills at La Salle. He has a large and beautiful estate on the Illinois river, called Deer Park, most of which is thrown open to the public as recreation grounds. The golf links there are among the finest I have seen.

The manager of the Western Clock Manufacturing Company is Mr. Ernest Roth, who is largely responsible for the progressive policy and unusual success of the concern.

To return, for a moment, to the previous question as to why Big Ben wakes you up,

let me call your attention to the fact that Mr. Le Roy is both advertising manager and sales manager. This is in line with a sensible movement that is spreading far and wide among wide-awake business institutions.

#### Close Correlation of Advertising and Selling

In every essential respect, advertising and sales belong together, in one department, under one responsible head. Advertising and selling should go hand in hand. The policy should be *one* policy, because the two intermesh in all their activities like the wheels of a clock.

Mr. Le Roy's department is organized to sell clocks.

Therefore that department studies the markets, keeps ahead of styles, has its sensitive finger on the pulse of demand, designs and names the product, fixes prices, does the advertising, and directs all the machinery of sales promotion and distribution. Hence it works like Big Ben himself—with almost no friction, no lost motion, no unsalable goods.

**I**T IS the mental attitude that does it, the attitude of courage, good cheer, health, strength and kindness! The man who is afraid of no man, and of whom no man is afraid, is rich, for all good things are his by divine right.

FRA ELBERTUS

# Retail Merchandizing and Advertising

By FRANK W. TULLY

*This masterful address was delivered before the Town Criers, of Providence, Rhode Island, March 24, 1911, at a banquet also addressed by Harrington Emerson, who spoke on "The Principles of Efficiency Science," and A. F. Sheldon, whose topic was "Efficiency in Salesmanship." Mr. Tully is the advertising manager of the Filene company's store, in Boston, one of the most progressive and successful retail dry goods concerns in the country. His address is of great value to every retailer, outlining, as it does, the application of efficiency science to the problems of retail merchandising and advertising.—Managing Editor's Note.*

A LETTER came to me recently from a European manufacturer, traveling in this country and studying American retail stores.

"It's so curious," he writes, "how, of course, *everything* is better in a place if *one* thing is better. I found the best furniture in the store that had the best silks. But the most tiring thing for me, walking from one store to another, is my finding everywhere the same things. When I am entering the silk room I can tell you absolutely what he will have hanging as his *newest*. Everywhere the same. First one always thinks one has made a mistake and has returned to the same store one has just left. Your eye passes over the things you know already and can pick up in every place. If by chance there are a few things that the other man hasn't got *yet*, he is sure to get them the next day. Just imagine the advance in store-keeping and in the success of a store that shall have its own things—individual to that store alone."

## Hit or Miss, Rule of Thumb Advertising

Let me jump from that letter to a booklet issued this week by one of Boston's many admirable associations for helping people. It is devoted to explaining advertising as a vocation.

As its sources of information appear to be personal interviews with sixteen men engaged in advertising, it may fairly be said to give a fair picture of present conditions.

How far behind the best thought and practice retail stores are, generally, may be gathered from these paragraphs:

"Buyers in each department usually send to the advertising manager a statement of merchandise to be advertised, showing quality, value, prices, etc.

"Advertising manager, or special copy writer, writes the copy, often featuring one item on his advertisement, but retaining as far as possible the form of the buyer's statement.

"Advertising manager decides the date of advertising and the amount of space for each department according to the amount and value of the merchandise to be advertised.

"An assistant then blocks out the advertisement for the page and sends the copy and layout to the newspapers.

"The specialized store in Boston is conservative and usually does little advertising in newspapers. There is no regular advertising department. When advertisements are necessary, they are often written by a member of the firm.

"Advertising in some specialized stores is done by

"(1) Catalogues, sent out by some firms twice a year. The form is arranged by the firm.

"(2) Circulars, sent out by some firms two or three times a year. The form is arranged by the firm. If possible, the regular force is utilized in the dull season to address envelopes, etc.

"(3) Occasional advertisements in magazines.

"(4) Advertisements in theatre programs.

"Salaries in Boston.

(a) Assistant manager, \$1,000 to \$2,000.

(b) Advertising manager, \$2,000 to \$5,000. (Of course I know that's an error).

In New York and Chicago the salary of the advertising manager goes as high as \$12,000 or \$18,000.

(c) Copy-writer, \$12 to \$15 per week.

"Opportunities—For Men:

"Excellent opportunities to work up from the position of assistant manager to manager. The demand for good advertising men is increasing and salaries are being correspondingly increased.

"Opportunities—For Women:

"Women have naturally an appreciation of values in merchandise that men have to acquire. In department store work there should be a field for women. In New York some women hold positions as managers and many as assistants in the advertising department. In Boston a few women are entering this field."

#### The Pressing Problem of the Retail Store

Both the letter and the booklet indicate that we don't begin to know what retail efficiency is—because if we did more of us would practice it for the money in it—for what there is in it by way of service to our public.

If I may be permitted to paraphrase what Mr. Emerson has said so much better, efficiency science isn't hard work. It is work better planned, better directed, better done. The machine of business operated by efficiency science moves quicker, more steadily, more consistently—more surely for getting the results we are after.

To most of us it is yet a latent force.

When a few of us do get a good grip on it—or when efficiency gets its masterful grip on us, good-bye to the slouchy way of doing many things, as we do them today.

I believe the retail store that fails to grasp the meaning of efficiency science, and fails to apply it, will slip back—no matter how large its present business, or how advantageous its location.

I believe conversely that there are no limitations to be set down here to the size and profits of a retail business organized on an efficiency basis—no matter how small or handicapped that business may be today.

It's a question of method. It's a question of the men to apply the methods.

There are retailers here who are working for the manufacturers, the landlords, and the lighting companies—there is not much in the business for themselves.

There are retailers here—because they are in every gathering of merchants—who have built up a successful business—who

have made money—who find their business as a whole or in certain departments slipping away. They cannot put their finger on the causes.

There are retailers who are willing to be told the truth—hungry for it—if the man who can tell them would turn up. But most of us don't want to be told. We don't want it known that we need to be told. We don't want any one in our employ who knows more about the business or any part of it than we do. Or at least we don't intend to let any one think he does. The false dignity, the false pride, that goes before a fall!

#### The Beginning of Retail Efficiency

And so such men surround themselves with inefficient lieutenants—pay them average wages—sell things similar to their competitors' stock—a little earlier, perhaps, at a little less profit—at a little more expense, with a little bigger and louder advertising—and carry the load.

The load fortunately hasn't been as heavy as it is coming to be with changing conditions. Certain big stores are getting bigger. Chains of specialty stores are multiplying in number and kind. The mail order business is specializing (a form of efficiency) and reaching out. In the dim distance are co-operative buying and co-operative selling.

The retail business of today is undeveloped. I believe it to be the most promising field open—and it is *wide open*—for making money, and directly and indirectly for service to the community.

Every city I know of is today a virgin field, or nearly so, for an efficient retail establishment. We have just scratched the surface of retail possibilities. A firm that will take notice of efficiency science, be efficient enough at the start to attract efficient men to lay out and carry out its plans, offer them rewards in money commensurate with the big importance of their work, will jump into the leadership in its community—if it is not already a leader.

But the beginning of efficiency science is to get men into the business who, in their special lines of work, know more than you do—(be frank to invite them and admit it)—who know more than the men they will have to compete with—who will accept re-

sponsibility for results, and who will get the results.

#### **Let the Advertising Department Analyze Demand**

The more or less general custom of viewing—and running the business almost entirely—from the merchandise end is unscientific and therefore wrong. A better practice is in vogue and will be more widely adopted as time goes on and as men exchange experiences.

This practice is to separate the merchandizing or buying from the advertising and selling—developing each of these departments to their highest productive capacity—just as other divisions of store management are separated from the head and delegated to specialists, as the superintending, the accounting, etc.

It's a big subject, of course, this one of efficient retail organization, and it's one of the most complex that comes to the efficiency engineer.

The reason for this, obviously, is that retail buying and advertising are inherently empiric in their operations.

This quality silk was never offered before to exactly the same public by the same salespeople, or in just this shade and pattern at this price. It was never advertised in just these words—in just this kind of weather. So that the work of establishing standards under such variants is a difficult job.

But notwithstanding the apparently insuperable problems—there are enough constants running through even so-called style or garment departments to admit of considerable standardizing both in buying and advertising.

#### **The Real Function of Retail Publicity**

I have little patience with the generally accepted function and scope of retail advertising—such as already outlined. It is unworthy of the keen intelligence that otherwise is characteristic of the American retailer. It deals with form not substance. It is literary—(some of it)—and pictorial—(some of it)—but it isn't the publicity that ought to be had.

The real function of retail publicity is to bring a store favorably to the notice of the public and promote sales. It is concerned

with every phase of the business affecting the actual or possible customer.

Its functions arise out of all the other departments.

It is a development out of supply and demand.

It begins its work with an analysis of the varying and probable wants of the classes of trade in the community the store serves in the lines in which the store deals.

It is informed of the equipment or preparedness of competitors to meet those wants, and the calibre of competitors.

It is informed on the ebb and flow of usual and unusual wants.

The new conception of the publicity of a retail business helps to create new habits, and awakens desires.

The publicity division represents the public—the merchandise division represents the producers or manufacturers.

One specializes in supply; the other in demand.

One produces the merchandise; the other distributes it.

The new publicity, ignoring past performances as a limit of effort and sales, sets the mark of accomplishment at what can be done under conditions made as favorable as possible.

It is the business of publicity to know what the public wants—to plan to supply those wants and to call upon or arrange with merchandise to supply in the quantities and qualities at the prices and at the time when publicity can best distribute it.

#### **Let the Publicity Department Develop Methods of Distribution**

Here's where the later conception of retail publicity begins its work. Analyzing demand and developing methods for distribution, a creative imagination applied to this type of publicity work produces results highly desirable in magnitude and profit.

Experience charts are worked out. Standards in merchandise are evolved. Standards of performance are established.

The combination of right goods at the right time at the right prices is produced more frequently with less guess work,

A more regular daily volume of sales is established and more consistently maintained.

The store forges ahead in prestige as well as sales because there is less liability of the advertised merchandise being largely undesirable goods—buyers' mistakes, etc., which is so frequently the case where the selection of the merchandise for the advertising is done by the merchandise division, and where the advertiser's principal duty is writing and typography.

The advertised merchandise planned in advance, sometimes a month, sometimes six months—or a year—is apt to be better bought—and more profitable to sell.

If the merchandise is not right, the better the advertising the worse for the store. Hence, with the responsibility for results fixed upon the publicity, with the corresponding power and duty to select the advertised merchandise, the pressure is brought upon the merchandise division to concentrate its attention and ability on producing innovations for maintaining standards, on the up-keep of stocks, and for other improvements, the accomplishment of which find quick recognition on the part of the public and are expressed by increased sales.

It is easy to see how this type of work, leading from one thing to another, does produce improved merchandise and puts the basis for deserving business and getting it on a better plane than cut prices, big advertisements and exaggerated statements, which weaken the whole organization and hurt reputation.

The other side of the sheet shows the force of efficient merchandizing compelling, automatically, efficient advertising.

I can make this statement fairly as to the result of this type of co-ordinate merchandizing and publicity, viz.: I can count on my fingers the number of times in ten years that a well and carefully planned event has failed to produce substantially the volume of business estimated.

#### Waste In Advertising Contracts

It will be profitable even briefly to point out some of the common wastes that are everyday occurrences in our larger retail establishments—that are the natural result of the general principle of the "follow my leader" policy in retailing, and a failure to understand and apply efficiency science, even in its elementary forms.

There is the waste resulting from the very common method of contracting with the newspaper for a certain large space to be used regularly. This results in costly, space-filling, instead of assured, business-getting advertising.

We *hope* that business will come, but we certainly have no reasonable assuredness or pre-estimate of the amount of business that can reasonably be expected from this advertisement as a whole, or from its several parts, and we certainly do not know how many times the results we do get might have been multiplied if the advertisement were carefully planned for a very definite amount as a whole, with every department section of that advertisement definitely planned to contribute its definite quota to making up that whole.

Put your mind on arranging your advertising on this simple basis. Put down your failures and successes that result from the first three or six months' experience. Then with that experience lay out your next six months' advertising along these lines, and see what even this elementary type of work will produce. Not only will its primary effect be startling to many of us in the immediate jump in sales, but its secondary effects are beyond estimating in the constructive thinking that this type of work imposes on the merchandizing end of the business and on the advertising end of the business, not once but consistently.

#### Waste In Advertising Articles of Small Profit

Another common waste—the waste of effort and expense and time devoted to selling things paying small profits.

A constructive advertising engineer, if I may use this phrase, though I have never seen it used before, could take hold of some of our stores and in a year or so make extraordinarily profitable changes in policy by putting the basis for getting business not so much on cut prices as on specialized, improved merchandise, unique service, and exclusive features in the store as a whole, and in all its departments.

What's the use of spending so much time and money selling things at cut prices that are only productive of ephemeral results! A store can count very little on holding the



class of trade that buys because of cut prices.

Today you advertise stockings at cut prices, and you get the business. Tomorrow your hosiery counters are deserted because your competitor advertises stockings at cut prices. The business goes where the prices are cut.

It is the easy way for getting business and it's the dangerous way. The pressure is put on the buyer to get business. The buyer puts the pressure on the advertising to get a crowd, and when the losses from this type of enterprise begin to get too heavy the management of the business calls the buyer's attention to it in a more or less gentle manner.

The pressure for business will not allow of letting up on the sales and the buyer meets the situation by the too frequent artifice of exaggerating the value instead of cutting the price. But every merchant who analyzes his business carefully has discovered long since that while a good proportion of the public is not discerning, the big majority of people have learned to know values and to know the store that exaggerates from the store whose statements are carefully considered and uniformly true to the facts.

Improved merchandise, better service, pay better than cut prices. The public appreciate them more. They are better for substantial business.

#### **Waste In Advertising Goods Not In Demand**

What's the use of giving up the valuable advertising space that you ought to be using for getting sales and building up the good will and prestige of the house, week after week, to merchandise that the public has once, twice, three times shown that it does not want.

Don't waste expensive advertising on bad merchandise.

Isn't it an extraordinary commentary on modern inefficient advertising methods that stores accept the inadequate response to their advertising that is usually obtained? There is something wrong in our merchandizing and in our advertising when we take up a large space in a newspaper going to from 50,000 to 100,000 readers and advertise a sale of, say, suits, and sell only forty

or fifty, and yet forty or fifty suits is ordinarily considered a fairly good result from a special advertised lot. I am not referring now to the total number of suits that may be sold in the department that day, but to the total number of suits that were advertised and that are sold as a result of the advertising. Forty or fifty suits from an advertisement going to from 50,000 to 100,000 readers shows inefficiency somewhere. No progressive store can be satisfied to go on week after week, year after year, getting results of this character.

#### **Waste In Advertising Goods Not Trade Marked**

What's the use of selling in such great volume as we do articles of merchandise not standardized, not branded, not marked with our own name and trademark, and which therefore have little or no inherent quality for creating future sales of the type?

If a manufacturer advertises his soap or his fabric, he puts his name on every package, or on every yard on the selvage. His advertising expense is heavy and he realizes that the immediate sales from his advertising will not pay for the cost of advertising. He looks for his profit to duplicate sales, and the customer remembering quality long after the price is forgotten, remembers also the name, and becomes not only prejudiced in its favor, but also makes customers of her friends. Almost the entire good will value of that sale goes to the manufacturer. If the store does not have it the next time the customer wants it, some other store will. The store that sold it the first time made a small sale, and may get the duplicate sales, and may not. But the manufacturer is sure of his.

Why are not retailers as far-sighted in this respect as they are in some other respects—as far-sighted as manufacturers? Why not make it a fundamental of your merchandizing that as far as possible, and this can be extended quite generally throughout the merchandise of all stores—why not, as far as possible, impress your merchandise with the same re-selling or good-will character that the shrewd national advertiser is putting in his merchandise? I am speaking with sympathetic knowledge of the difficulty attached to carrying out this proposition, but I assure you, gentlemen,

the biggest difficulty is inertia and failure to grasp the possibilities of this particular phase of efficient merchandising. Manufacturers have grasped their problem that seemed just as big only a little while ago.

Why will merchants, attempting to cope with this problem, uniformly substitute something a little cheaper? Why not parallel this merchandise with something better—something a little higher in price to emphasize its better character?

What is coming as a result of the failure of retailers to realize conditions is the control of the stores by a manufacturer or chains of co-operative manufacturers. We can already see it. And yet the retail store is absolutely the master of the situation, if it would handle it in a masterful way, and it can, without failing in the service it owes to its public, or without unfairness to manufacturers.

We have only to survey the stocks of the average grocer, and the average druggist, to see what must inevitably happen to the average dry goods retailer.

But leaving this question of merchandising, and returning to the publicity—

#### Retail Publicity a Science

The publicity of a retail store, be it large or small, must be organized or reorganized on the postulate that publicity for retail distribution is a science and not a rule of thumb affair, or guesswork. And hence, it is to be conducted by the methods and with the precision of science, with the plans drafted six months, a year perhaps, in advance, made out in writing, criticised by those competent to criticise, and those whom it affects, published to those concerned, put in force, and kept going. Only indeed after all this is done should the actual writing of the advertising begin. For with this done the advertising assumes an altogether different character from rule of thumb advertising. It takes on character. It ceases to be words and space filling, phrases and pictures. It is not limited by the chance offerings of the market,—the weaknesses of buying—nor is it up and down according to the vigilance and ability and good health of the heads of departments or proprietors, or their attendance at business.

Business then responds along hitherto unsuspected lines and in unsuspected volume and for different reasons than special sale lots at price concessions. Making due allowance for variants, it becomes only a matter of the efficient use of tabulated or formulated experience to lay out in advance and practically insure definite results in sales and profits from retail publicity.

The first thing retail publicity concerns itself with is the policy of the business itself, and it seems to me that today, under the new conditions that are shaping themselves before our eyes, the progress of a retail store will be measured by its ability thus to formulate and then to build upon a policy so comprehensive, so adequate, and especially so characteristic or individualistic, that it shall constantly hold out to all the public within its trading limits a convincing answer to the public's question—"Why should I pass by other stores and buy in yours?"

For this laying out of the general policy of the business for publicity purposes, the next and natural step is similar work applied to each department. It would be interesting and perhaps profitable to develop this line of department planning in detail. That is, the consideration of each department as if it were the sole source of income of the proprietor or corporation, supplying a definite policy or line of procedure where there was none, supplying an efficient policy where there was an inefficient one,—supplying lines of action calculated to produce the results that ought to be had, out of the reasonable possibilities, and not by the performance of past years or the limitations of inefficient men or methods.

#### About Newspapers

But all this is too large an undertaking for this evening, and I will pass on to the agencies for publicity and some observations concerning these. The most commonly used are three:

1. Newspapers.
2. Store windows.
3. Store interiors.

I shall allow for no comment on the preparation of the advertisement itself, but if the store and department policies are adequately worked out and far-reaching, if those who are responsible for carrying them

out are instructed in these policies, if inevitable early mistakes are anticipated promptly, checked and corrected, the newspaper publicity, the window publicity, the interior publicity are bound to be successful.

The publicity need not be clever in its newspaper expression. It will be successful by its very directness and simplicity—by the degree in which it is of genuine service to the public. At the same time, lest I should be misunderstood, the newspaper writing should be characteristic and attractive, unique, if you will—and balanced—with a proper balance between announcing force and selling force, direct or indirect.

This one subject of the newspapers is another big matter all by itself, and I shall not attempt to go further into it except to say this: If a newspaper be well and favorably established in a community and the rate a fair charge, do not blame the newspaper for failure to get results. The fault is much more likely to lie with the store rather than with the newspaper.

To my mind, it is extremely difficult to understand why a newspaper will pay an advertiser today and not tomorrow. The conclusion must be that the fault is with the store or its advertising. The acceptance of this principle, though it seems to let the newspaper down easily, will go far towards correcting weaknesses in planning and carrying out of retail publicity, weaknesses in organization, and will likely lead to change unsatisfactory returns from newspaper advertising to satisfactory returns for the same or even less investment than before. No need to blame the newspaper. Much need to blame ourselves where much remains to be done and can be done.

In the case of failure to get satisfactory results from a particular advertisement, or a series of advertisements in a newspaper, the first inquiry might properly be directed to the advertisement itself to ascertain if it was at least of average character and force. Satisfied that the advertisement responds to this test, the fault still may not be the newspaper.

There is still the question of unfavorable weather, which we shall eliminate.

There is still the consideration of the seasonableness and the attractiveness of the

merchandise offered in this particular advertisement.

There is still to be ascertained the nature of competitive selling during this one advertisement or series of advertisements.

There is still to be considered the condition and scope of the department's stock as a whole, and a proper inquiry as to the department's history. By this I mean, has it been consistently backward? Has it had a "black eye" in the public's mind? Is there another department in the city, or several for that matter, that for a long time have been offering better reasons to the public for buying? Not until all these questions are satisfactorily and fairly answered should the burden be brought to the door of the newspapers.

### The Store Window

The retail store window is one of the undeveloped possibilities of modern retailing. Different merchants have different theories as to what are the most effective window methods, and the theories must necessarily vary with the types of stores.

No general principles can be laid down as applying to all stores, but general principles can be formulated applicable to each type of store. That is, there is the store that consistently caters to the popular trade; there is the store that sells substantially only high priced merchandise, and there is the store that carries both cheap and higher priced goods, but best serves the public between these two extremes. The general planning for windows must clearly define and constantly recognize these divisions.

I count the right use of store windows and their clever exploitation the biggest publicity asset in a retail business. It is no unusual experience for one cleverly arranged window to produce in a day as much direct return as a newspaper advertisement costing many times the expense of the window.

The value then of general advance planning with respect to windows consists in laying out a season's or a year's work in such a manner as will produce consistently effective displays and therefore increasing business and increasing reputation of a favorable nature.

The third agency is store interior, which is susceptible of the same type of general

advance planning and treatment as is indicated for the windows, though the results are not so appreciable and therefore more difficult to judge on a statistical basis.

It might be interesting to observe that retail publicity has not kept pace with the possibilities of retailing itself. The tendency is to follow in the rut of successes made by others, failing often to look deeper than the printed advertising for the reason. It is because it hasn't had the attention of men with minds especially trained in this work and having a "by and large" grasp, not only of the principles of efficient merchandizing underlying efficient publicity, but likewise of the great possibilities of a modern retail store.

Indeed, as we see in our daily work, the sales and prestige that come with good plans well carried out—we must be im-

pressed by the still undeveloped possibilities of selling merchandise by retail.

The modern big store—big as it is—must be a bigger thing if it only fairly meets the demands that come to it and that are coming to it in still greater volume as we develop methods of production, facilities for transportation, and more efficient publicity.

Let us get a bigger and broader conception of the function and value of publicity. Put in the scrap heap with a lot of other worn out retail traditions the idea that retail publicity as it ought to be is just a literary job.

Make any sacrifice to get this extensive force in your business.

Give it scope.

It will pay.

"I Can't Decide" is a sentence of only three words, but it kills success.

Feeble and puzzled spirits, invariably plead for time. This plea for delay shows lack of initiative. If you are feeble of will, correct the tendency by *conscious action*. If you are puzzled, *seek* the truth, do not seek to *evade* the truth.—W. T. Goffe



### The Softening of Hardcastle

WHERE is the requisition for this work"? clipped Hardcastle, turning the crude little bill over and glaring at the guiltless back of it.

"What work is that, Hardcastle"? soothed Wiggins.

Hardcastle jammed the offending bit of paper down on the table under Wiggins' uncompromising nose.

"Why, there is no requisition for it," lumbered Wiggins, after some silent pondering. "Don't you remember? The whole executive committee ordered the work done one day last spring when we were making a tour of the links with Jemmy."

"I'm not supposed to remember anything of the kind, Wigg. As president of the Golf Club, my duty is to O. K. only such bills as are accompanied by properly approved requisitions. We'll throw that out. Now let's hustle through the rest of these. I've got to get back to the office."

Wiggins slowly opened his mouth to defend the account. But before he could speak, Fussberg blew up.

### Fussberg to the Rescue

"Not by a water power site! We may be scrupulously impeccable stewards of the funds of the Golf Club, but we are at least partly human. Little Danny Ryan dug out those dandelions on the greens—and he did it to a finish. You have seen him dallying with curvature of the spine, wearing the knees out of his picturesque and decorative trousers, rubricating the back of his neck and ears, soiling his exquisitely manicured Irish fingers, and rigorously eschewing the caddies' tournament, so that our putting greens might live up to the iridescent advertisement Wiggins wrote for

the Chamber of Commerce booklet. You know that he is the more or less sole support of his partly widowed mother, Big Danny Ryan being at divers times and in sundry places dead to the world in an alcoholic Elysium. And, by Juniper Gin, you are veined with ice-water if you can throw out on a tiny technicality his little bill of five dollars for doing that work."

"Fussberg is right," boomed Wiggins, smiting the rubbed oak with an earnest fist. "You were there with the rest of us, Hardcastle, when the work was ordered. In fact, I seem to remember that it was you that suggested it and closed the deal with Danny. I move that the bill be allowed."

"Your motion is out of order, Wiggins," rasped Hardcastle. "To pass that bill without requisition would require a two-thirds vote of the membership of the club, after thirty days' notice, as provided for an amendment to the constitution."

"Well, then, let's make out a requisition and you approve it," suggested Fussberg.

"I'm surprised at you, Fussberg," refrigerated Hardcastle. "That is a plain evasion of the constitution. I could not approve such a requisition."

"Then I'll pay the bill out of my own pocket," howled Fussberg, red in the face.

### Why the Difference?

"No, no, Fuss," calmed Wiggins. "That would not settle the question. We might just as well have it out right here. I, for one, want to know whether the Golf Club is the master or the slave of its own system. Danny did the work, and he ought to be paid—somehow. Last month we had a similar case—the bill of the water company for putting in the sprinkling system. And that bill was paid without a

question, although there was no requisition. You gave the order yourself, Hardcastle, after a vote of the executive committee. Why was the bill of the big corporation paid and little Danny Ryan's bill thrown out?"

"Why, we had to pay that bill, or the company would have shut off the water and the greens would have dried up," parried the president, a little uncomfortably.

"And, because this poor boy is helpless, you refuse him his just dues?" Fussberg sneered.

"Of course, I am just as sorry for him as any of you," canted Hardcastle, virtuously. "But, you see, I am helpless under the constitution."

"But, if Danny had the means of enforcing the collection of that bill, you would find some tiny crevice in the afore-said stone wall of the constitution that you could slip through, I suppose."

"I don't like the way you put it, Fussberg, but I should consider it my duty to protect the interests of the club."

"Well, don't you think it is protecting interests of the club to see that it pays its just debts?"

"Certainly I think so. But we must let it be understood that bills are not to be sent in without proper requisitions. Besides, what does this kid amount to?"

#### A Lesson from Autobiography

"Just for that little remark, Hardcastle, I will ask you a question or two—perhaps more," came in Socratic. The others said nothing. They knew that it was about time for him to take a hand.

"Go ahead," grunted Hardcastle, stubbornly. "Only it seems to me that we are wasting a lot of valuable time over a snub-nosed little ragamuffin."

"Do you remember old Tom Barker—used to live over at Reed's Corners?"

"Well do I remember the meanest man that ever robbed an orphan—when I was that orphan? You're obstruction right I do."

"What was it, Hardcastle, about that calf deal?"

"I worked for Old Tom all summer the year I was ten years old. And I did a man's work, too, driving team. He gave

me my pay in calves. He offered to keep them for me until they were ready to sell, and then hand over to me all but the cost of their pasturage. He got big prices for them that fall, but wouldn't give me a cent—claimed that their keep had cost him more than he got out of them."

"Let me see; you were alone in the world when that happened, weren't you?"

"Didn't have a relative or friend that I could call my own."

"You were helpless to make Old Tom fork over?"

"Absolutely."

"And you have never forgotten that incident?"

"And I never shall."

"What became of Old Tom?"

"He died in the poor-house."

"And yet he was once one of the richest farmers in this county, wasn't he?"

"Yes, he was a powerful and prominent man when he robbed me."

"Probably thought you didn't amount to anything, didn't he?"

"I guess so. But he found out different."

"How was that?"

"After I became president of the bank here, the old man had practically all his fortune on deposit with us. One day he came and drew out the whole thing to invest in the Carrington road that was being promoted here. I knew that the whole thing was a scheme to get in a lot of comparatively small investors and then freeze them out. I had warned a good many of my clients to keep out of it. Old Tom would have listened to me, but I let him go ahead. All my worldly possessions had been in those calves, and it was my chance to get even. When the crash came—you all remember it—Old Tom was completely cleaned out—just as he had cleaned me out, thirty years before. He never got his grip on things again."

#### The Menace of an Insignificant Enemy

"Think it paid him to put the few dollars for those calves into his own pocket, Hardcastle?"

"No."

"Think it paid him to make an enemy of you?"

"No."

"Even if you were poor and friendless at the time?"

"No, I guess it didn't."

"Think it will pay us to ignore little Danny Ryan, just because he is helpless now?"

"Well, perhaps not."

"Think you can afford to make an enemy of anyone on earth, no matter how insignificant he may seem?"

"Well, that is a pretty hard blow to my methods, Socratic, but I guess you are right."

"Think it really paid you to let poor Old Tom Barker lose all his money and die on the county farm?"

"I know it didn't, Socratic. I'll own up that I never felt any satisfaction in my revenge. I have always felt mean about it."

"Honest, now, Hardcastle, wouldn't you rather have Little Danny Ryan's Irish blue eyes smile at you in merry friendship than scowl at you with hatred?"

"Yes, I would, Socratic. And to tell you the truth, there are too many people in this town who scowl at me. It's my fault, I know. My early experiences have made me a hard man, I guess. I have been scrupulously honest. But I have taken advantage wherever I could. Money has been my only object in life, and, now that I have it, I long for the things I have sacrificed to get it. I wish I could be a little more human. But everybody expects me to be a hard bargainer, and it's pretty tough to try to change."

"Couldn't you begin on Little Danny Ryan?"

For reply, Hardcastle wrote a big O. K. on the little bill.

And, as he wrote, he actually smiled.

### Fussberg's Nerves

**F**USSBERG never was a placid person. When he was up he was up. When he was down he was down. And when he was in the middle, sure, he was going up or down just as fast as he could.

And on this hard-working summer day, Fussberg was down. He said himself that the bottom had been lowered several feet to accommodate the extreme depth of his mood.

"But it is no use," he spurted. "I couldn't touch bottom if I reached up with a ten-foot pole."

### A Sample of Fussberg's Vitriol

Now Fussberg's sojourn at either extreme of his emotional scale was usually as leisurely and lingering as his abiding at the median line—or point. You can have the geometry of the figure either way, to suit your taste.

But he had been responding to the call of the law of gravitation for so long, on the hereinbefore mentioned industrious diurnal occasion, that we were no longer entertained, but alarmed.

Let it be here set down, in all candor, that when Fussberg is low spirited he does not repine. Neither does he mope. No suffering in silence for this sudden and expressive friend of ours. And so the linguistic output from his desk, during the week preceding the opening of this discreetly veracious narrative, had been volcanic, with acid fumes and acrid smoke. Oh, yes, fiery, too! What do you expect of a volcano?

It was Dubheimer that started the cataclysm.

"What on earth's the matter with you, anyhow, Fuss? You've been as ugly as a hungry tiger with a mouthful of gum-boils."

"There is nothing the matter with me, intelligent inquirer. I am peevish on purpose. Bad temper is fine for the digestion and a great business asset. If I keep up the treatment for a little while longer, my digestion will be completely eradicated and my business entirely eliminated. Then I shall have nothing to do but answer fool questions in the day time and lie awake nights scheming new ways of torturing some fatuous folks who mind their own business—about ten seconds daily."

"If you are having trouble with your digestion, Fussberg," began Wiggins, with his best oracular unction, "let me recommend——"

"Help! Murder! Fire and brimstone!" roared Fussberg. "As you value your prosaic and pious life, don't you dare recommend anything! I have swallowed a drug emporium, a spoonful at a time. I have tried all the diets, from sour milk,



ensilage, and machine oil, to poker chips, boxing gloves, and billiard balls. I have been parboiled, sun-scorched, mud-soaked, frozen, rubbed to a paste, pounded to a pulp, fingered into fragments, and stretched to a string. And now I can't even smell of an empty nursing bottle without purgatorial remorse."

"What you really need is a good rest, Fussberg," preached Wiggins.

"Now, your sentence having been mercifully commuted, you shall be merrily boiled in oil, dearest," mocked Fussberg. "'A little rest,' he says! And it is so foolish of me not to take it! This stuff for the Nutrient Confectionery company has got to be ready to submit by the fifteenth of next month, and there are only about three solid moons of sweating toil to be done on it between now and that glad day. So I have plenty of leisure on that. Then all my other accounts are standing cheerfully in line, waiting my attention, but perfectly willing to go elsewhere unless I devote eight or ten days a week to each of them. That adds a lot more loafing time to my modest schedule. I need not mention the rest of my unimportant duties. They don't amount to anything. I assumed them only for the fun of neglecting them and losing the money. What good is money? My creditors are only joking. They are a facetious bunch of good fellows. I have to laugh so at their jokes that I can't sleep o' nights. What's the use going to the theater when you can toss around all night on a white hot sheet, so hilarious that your eyes feel like a couple of pepper boxes? Oh, yes, Wigg, I really need a good rest, all right—especially from the advice of our office Solomon."

#### Just a Few Pictures

"Case of nerves, isn't it, Fussberg?" Socratic asked, carelessly.

"Oh, no, Socratic, it isn't nerves. It's ennui. This idle, purposeless existence is killing me."

"How long is it since you have had a vacation?"

"A vacation? What is that? Seems to me I have heard the word somewhere before."

"How long since you have been back east?"

"Three years this summer."

"How long since you have loafed in the shade of the trees on the old farm, lazily watched the white clouds saunter across the blue, fished in the old mill-pond amongst the elms, swapped stories with the wise pilferers of crackers and prunes at the corner grocery, gone swimming down by the dam, guzzled buttermilk with lumps of gold in it in the old spring house, and hooked doughnuts from the big stone jar in your Aunt Mollie's cool pantry?"

"Have mercy, Socratic! Don't tantalize me."

"How long since you got up at daylight to help with the chores, pitched hay in the big meadow, stowed Duchess apples in the hay-mow to mellow, tramped out to the hill pasture after the cows at sunset, went to bed in your cavernous old four-poster before the new moon dropped down behind Holcomb's pines, and slept so quietly that the deep mattress showed just where you had lain, when you leaped out in the morning?"

"I'm crazy to go, Socratic, but you are painting pictures of the impossible. I've got to stay here and look after this work."

#### Is There Any Imperative?

"Do you have to do anything?"

"Have to do anything? Why yes, I have to get out this advertising and write these articles."

"Why do you have to?"

"Why that's the way I make my living and support my family."

"How much living will you make, and how well will you support your family when you are flat on your back with nervous prostration?"

"But what am I to do?"

"What is the difference in profit between a three weeks' vacation and three months' dalliance with general breakdown?"

"Your logic is unanswerable, as usual, Socratic. But I don't see any way out."

"Why not hire the bunch here in the office to finish up that work? We should charge you as much as anyone for it."

"And do it a lot better than I can in my present condition. Then you would all get a rest from my acid and unreasonable tongue, which would be compensation

enough for you. Well, let's see how it can be arranged."

We have never been able to decide which was the most fun—doing Fussberg's work for him that summer, or reading his letters written from the hammock in the big front yard of the old farm back east. But there is no question about our pleasure when he

came back, red-brown, full-cheeked, bright-eyed, as springy as a cat, and so full of vim that we had to work in relays to keep up with him.

A healthful hunger for a good idea is the beauty and blessedness of life.—*Jean Ingelow.*

## Doing vs. Bluffing

By C. FIRST JOHNSON

**M**AN'S individuality is measured by the development of his *intellect, sensibilities, and will.*

The days of the "bluffer" are passed, if indeed they were ever here. By your work you are known. "Bluffers" are too much like airships. You can get them to ascend to a certain height and attract the amazed attention of the on-lookers; but the first unfavorable gale sends them ignominiously to earth again. The "bluffer" cannot play the real success game. He stops.

The man who plays the game of success keeps going. When one task is finished, he jumps into another. He never hesitates, falters, wavers, or waits; but keeps going. He realizes that activity breeds ambition, energy, progress, and *power*—while hesitation breeds idleness, laziness, shiftlessness, sloth.

He knows inspiration is more likely to strike a busy man than an idle one. He knows the cause of success is the same in all cases, and the cause of success is in the *person* who *succeeds*. He is certain that there are people with fine musical talent who fail as musicians; with good mechanical ability who fail as carpenters, blacksmiths, and machinists; with deep spirituality and fluent use of language who fail as clergymen; with keen and logical minds who fail as lawyers; with special and extensive education who fail as teachers.

He knows also that the special faculties used in his work are the tools he uses, but success does not depend alone on having good tools; it depends more on the power which uses and applies the tools. He makes sure his tools are the best possible in accordance with his abilities, and he proceeds

forthwith to cultivate his faculties to the desired extent by the use of his reason, desire, courage, energy and perseverance; all of which make him the architect of his own future—the actual builder of his own life; and he *builds* as he *wills*.

He is one of those who realizes that he must show his worth when he makes his claims. He reasons that the greatest good a man can do is to cultivate himself, develop his powers in order that he may be of largest service to humanity, and the best educated men are those who get their brain development out of their daily work. He is never wandering around with the "Please-excuse-me-for-living" air, but he becomes a great builder.

Motto: *Determined upon continuous growth, I am succeeding.*

"Whence comes the hum of human toil  
That spells unwasted days?  
What citadels of trade are those  
That line frequented ways?  
What city of up-built plans  
Thus rears its strength in pride?  
It is the port of treasure ships.  
That face and fight the tide!"

All your Greek will never advance you from secretary to envoy, or from envoy to ambassador; but your address, if good, may.—*Chesterfield.*

### Books are Yours

Within whose silent chambers treasure lies  
Preserved from age to age; more precious far  
Than that accumulated store of gold  
And Orient gems which, for a day of need,  
The Sultan hides deep in ancestral tombs.  
These hoards of truth you can unlock at will.

—*Wordsworth.*

# For the Hot Days

By Milton Bejach, Advertising Manager The McCaskey Register Co.

SOMETIME soon we expect to hear the cry from some of our weaker brethren, "It's too hot to keep a man interested, the good old summer time is not the time to hit the line hard, for mostly it will be love's labor lost."

Comforting reflections, those, for the man who must deliver the goods, who must pull 'em across and gets a sufficient number of names on the dotted line to make a respectable showing at the bank with his commission checks.

Believe me, this hot weather talk is bunk, pure and simple effervescent and superheated atmosphere.

If it is too hot in the summer, why is it not too cold in the winter, or too delightful in the spring and just between seasons in the fall?

There are some men whom nothing in the form of weather can stop. Some of them think mighty well of themselves—they're entitled to. One of them has such a good opinion of himself, as my friend Hollenbeck says, that he believes "President Taft's overcoat would not make a vest for him," but he produces regularly. One can forgive a good producer much.

Every day is a good day for business. Few men, like the boy in the story, need to restrain themselves. The science of repression is important, but don't practice it too much on the road.

Here's the story—maybe you've heard it—if you have you need not laugh.

A noted foreign missionary was invited to dinner at the home of a family where the young son was given to incessant talking at the table.

To keep the boy quiet, his mother said, "Charlie, my dear, if you promise mother to keep perfectly quiet and not utter a word unless you are spoken to, I will see that your father buys you the pony and cart you have asked for so often."

Now the pony and cart was the height of the boy's ambition, so, clapping his hands in glee, he said, "Gee, I won't say a word; I can see that pony eatin' out of my hands already."

At dinner, grace was said and the soup

served. Everyone began with the soup but the missionary, who, in reply to his hostess' question why he failed to eat, said, "Ah, really, I beg your pardon, but do you know, soup gives me indigestion and I can't eat it."

Charlie, the youngster, looked out of one corner of his eye, but said nothing.

Fish was served next, and everyone but the visitor ate it. He said in excuse: "I, ah, really feel I am disconcerting you good people, but pray, don't mind me. I once had ptomaine poisoning from eating fish and I am very susceptible to the germ."

Charlie almost choked on a bone in an effort to keep back the words that would have cancelled the order for the pony.

After fish came roast mutton. The family anxiously waited for the missionary to begin, but there was nothing doing. The hostess was much embarrassed.

"My dear, good friends, I am enjoying this very much, but since I read 'The Jungle' I have been unable to eat this beastly food—meat has been repulsive to me," protested the minister.

This was too much for Charlie, who threw down his knife and fork and yelled:

"Ah, say, mother, darn the pony and cart, boil the sun-of-a-gun an egg."

So don't restrain yourself; be as enthusiastic as you wish; your house will give you plenty of rope and help you all it can to put 'em over in The Good Old Summer Time.

Whatever you do, don't get in the position of the man who was asked:

"Bill, wot's the matter—you're lookin' worrid?"

"Work—nothing but work from mornin' till night."

"'Ow long 'ave you been at it?"

"I begin tomorrow."

Just one more story and then I'm through.

A salesman's daughter, aged three, when asked about her papa's business, replied, "Oh, I don't know what you call it, he just talks and people give him money."

It goes without saying that this man works in the summer time.

# Courage Defies Annihilation

By FRED L. HOLMES

**F**OR a man with little wealth at the age of forty; with eight children to support and educate, to leave the blacksmith's forge, go to a state university, graduate and then become municipal judge in a capital city is a broad chasm over which few tread with success.

This isn't a story of luck. It's a living example of courage, determination and manifold sacrifices crowned at last with honor.

Throughout the man clung to his ideals. He had a thirst for knowledge. He longed to do something worth while. The blacksmith trade was too commonplace. So he toiled, and read and saved and sacrificed and—won.

Anthony Donovan of Madison, Wisconsin, has made a deep impression in Wisconsin as a juvenile judge.

Judge Ben B. Lindsey may have more fame, but I doubt if he has done more good—real good, remember.

Judge Donovan's life story is such an inspiration that whoever hears it faces the world with jaw set, with new courage and noble aspirations.

## Books Instead of Cigars and Liquor

But listen! Just at the outbreak of the Civil war, Anthony Donovan, fifteen years old, bent on adventure, ran away from home and joined a Pennsylvania regiment. Home again the next year after the war, he became an apprentice to the blacksmith trade.

"Up to the time I went to learn the blacksmith trade, I had no education to speak of," said Judge Donovan in later years. "I could hardly read. I had no taste for books, study or reading. I was like hundreds of other boys that I see night after night standing around the corners with no thought of self-government, mental discipline or development of character."

Now watch the change.

By accident, two years later, he attended a lecture by a noted Catholic missionary on the education of the Christian boy. Such an inspiration was received from the lecture, he determined with his own industry

to make every effort possible to acquire an education.

He had little money to purchase books to read, so he bought the Bible, two numbers a month, on the installment plan at fifty cents a number. The thirty-two numbers were paid for at the end of four months and then he bought a cheap edition of Shakespeare.

Next was Franklin's Autobiography. Of these books the last he claims was the most beneficial, for it taught him wisdom and above all practical economy.

About this time he imposed upon himself a special tax, to which he adhered for over twenty years, and by which system he has collected a \$5,000 library. It dawned upon him that he was spending from twenty-five to thirty cents a day for cigars and tobacco. But his passion for reading and his mania for books were greater than his financial resources, so he made the sacrifice. He opened a "cigar account" with himself and put away ten cents a day. This enabled him to buy one volume of the Encyclopedia Britannica every sixty days—over five years of his savings from the "cigar account" were required to purchase the entire set.

But this method did not produce books fast enough for his hungry reading appetite and he argued with himself that if he were a drinking man he would spend fifteen cents a day for liquor. So he opened a "drink account" and started on new reading excursions.

Occasionally he would spend \$15 at a time for books, for as his soliloquy ran, "a drinking man often spends that much on a spree."

In these ways he has purchased a collection of 3,000 volumes, which contains the works of orators, poets, novelists, philosophers and historians.

## A Freshman at Forty

For over ten years Blacksmith Donovan kept several books in his shop and read them while working at the forge.

His family of eight children were all sent to the parochial schools, the high schools and the University of Wisconsin.

Meantime the blacksmith's readings of the *Siege of Troy*; *Dante's Divine Comedy*; *Milton's Paradise Lost*; *Demosthenes' Philippics* and Webster's constitutional arguments in reply to Robert Y. Hayne, determined him to acquire a practical education. The law was chosen, and twenty-two years from the time of his apprenticeship as a blacksmith he hung up his leather apron to enter the law school of the University of Wisconsin. He was now over forty years old. Two years later he graduated with high honors.

One year after graduation there was a bitter fight over the election of a judge, and his former blacksmith customers urged him to be a candidate.

Reluctantly he entered the contest, for he was still educating his children and his savings were needed to support his large family.

He could make no expensive campaign, so he set out on foot and visited all of his farmer friends whose horses he had shod

for twenty years. It was a tedious task, and the political ring bitterly opposed his candidacy.

When the votes were counted, however, he had won easily over Judge Keyes, one of the ablest baristers and political bosses in Wisconsin.

Since that time success has been easy.

His fame as a juvenile judge has steadily increased.

With a salary of \$3,000 a year, he has bought land, is a leading stockholder in one bank and another trust and loan company.

He is now estimated to be worth over \$25,000. But, more than his wealth, he loves his children and his books.

"Were I to pray for a taste," he recently exclaimed, "which would stand by me under every variety of circumstances and a solace of happiness and cheerfulness to me during life and a shield against its ills however things might go amiss and the world frown upon me, it would be a taste for reading."

## The Fundamentals of Success

By AGNES BOSS THOMAS

☞ Success lies in doing the thing that is hardest to do, that you've put off doing, that you don't want to do.

☞ Success lies in making the thing that you don't want to do, the thing that you want to do.

☞ Success lies in proving the fallacy—"I haven't time," since learning to accomplish in a minute what formerly took an hour.

☞ Success lies in work, work, work. For machinery, once started, must be kept going. Only thus white heat.

☞ Success is white heat. But white heat demands attention *all the time*.

☞ Thus, those bent on success think success, they live success, they eat success, they sleep success, they WILL success—until finally they are a SUCCESS!

# A Layman's Lesson in Surgery

By T. T. COOK

**W**HAT would you think of an ordinary, every-day business man who admits a hankering after surgical knowledge and who visits operating rooms at every opportunity?

Incongruous? A waste of time? Out of harmony with my vocation?

Perhaps.

Listen to the story of a lesson that the layman learned at a surgical clinic the other day—then judge.

It was the regular Saturday afternoon clinic of a surgeon whose fame is international. The business man attended in the company of a young medical student.

Doctors and students from far and near came to see and hear this man.

At this time the amphitheatre was crowded.

Dr. Blank had been operating and lecturing without pause (except to "scrub up" between cases) for several hours.

He was evidently tiring. It was apparent in the tone of his voice and in a diminution of the characteristic elasticity of his step.

But the last operation of the day—the most difficult and interesting of a half dozen—was nearing a successful end.

The assistant at the patient's head stopped administering the ether.

The surgeon gave a final searching look into the wound and held out his hand for sutures with which to close the incision.

## A Trifle?

Contrary to a custom noticed in other clinics, the students did not begin to file out at this point. They knew, the layman's friend said, that this surgeon made it a point never to let an assistant finish up one of his "major" patients. They admired him for it, and invariably remained in their seats until he took the last stitch, laid his hand on the topmost dressing and turned to the class with, "Thank you, gentlemen. That is all I have today."

Finally, when one of the last sutures was being made, something unexpected happened. As the point of the suture-needle came to light it caught the tip of the surgeon's left index finger and pierced the thin

surface of his rubber glove. It was a mere pinhole. The prick of the needle was probably scarcely perceptible.

But that pinhole had made a situation; There came a tenseness into the ether-laden atmosphere of the place.

The students watched the famous man's face as he scrutinized his finger tip. Would he proceed as if nothing had happened? He was tired almost to exhaustion.

The hundred or more men in the amphitheatre, the layman included, knew it as well as they knew that the possibility of danger to self was the last thing a man of his type would consider.

One more suture would close the incision.

There was probably only one chance in a thousand that either surgeon or patient could be infected.

Would he turn the case over to his assistant and disregard one of his principles? *What would he do?* The layman held his breath.

## The Last Word In Thoroughness

Dr. Blank knew what he was going to do.

He drew a deep breath, shook his head to answer the inquiry in his assistant's eyes, waved to the anesthetist to look to his business—then deliberately turned away from the table and walked over to the basins of antiseptic washes. Here he stripped off the glove and, before donning another fresh from the sterilizing tank, scrubbed the offending hand as if it had been visibly dirty. In all he held up the operation fully three minutes before returning to complete it.

Why?

Perhaps the question scarcely occurred to that crowd of students and surgeons. They were used to such incidents; they understood. But to the layman it came with heavy force.

## The Lesson

As he walked to his home he found the answer. It presented itself in the form of a "shop" analogy.

It struck the layman that all around him in his daily work are men and women

a-plenty who do beautiful work up to the final lap of their jobs-in-hand, and then—because it's time for luncheon, or time to go home or simply because they are tired—skimp and shirk most shamefully at the finish.

The common names for the practice are "inefficiency," "slipshod methods," "carelessness" and their synonyms.

Dr. Blank's method in the incident related made a deep impression on the layman. He feels that he came pretty close to absolute efficiency. He will not soon forget it—his most forceful lesson in thoroughness.

A thought may touch and edge our life with light.—*Trowbridge.*

## Six Suggestions for Bond Salesmen

By R. C. ROSE

**FIRST:** Learn all you can about your prospect before seeing him—income, habits, family, previous methods of investing or saving.

Second: Have clearly defined in your mind your plan of approach—just what form of introduction you are going to use.

Third: Speak with quiet confidence, slowly and distinctly, watching your man carefully to make sure he is following you. If he fails to give you all his attention, stop talking until he looks at you. Never let your gaze wander from his face; avoid drumming, shifting position, and do nothing to distract his attention from what you say.

Fourth: Assume that he believes in the reliability and strength of your company—let him be the one to bring up the question. If he does so, state firmly but quietly the facts of the company's age, record and resources. Then say: "This information is convincing, is it not?" If he is still skeptical, say you are sorry, for, though you have letters from leading magazines, prominent people and commercial agencies, and published opinions of financial authorities, all favorable to the company, they necessarily are less significant than the certified schedule of assets and the actual record of a quarter of a century of honorable achievement. Admit that there is a business risk attached to any enterprise, the hazard of which time alone can fix. Then say: "Are you not taking the least possible risk by doing business with this institution, which is time-tried?"

Fifth: Having safely passed the security feature, open the rate book at an illus-

tration of a bond you think will meet his needs; then go over the tables with a few words of explanation. Refer to the cash surrender option as the most valuable part of the contract, for two reasons. First, because it protects the bondholder against his own weak moments when he would be inclined to "cash in" to meet a transient emergency if he could do so without loss; and second, for the still more important reason that the cash surrender discount relieves the company of the danger of sudden runs at times when a large number of bondholders would like to use the money saved (for summer vacations, or during the holidays, for instance). Say, frankly, that the company is far more anxious to protect the investment of the bondholder who "sticks" than to provide easy money for those with less stamina and steadfastness of purpose.

Sixth: Never leave your prospect without having him commit himself positively to one of three contingencies, in case you fail to get his name on the dotted line. Have him either promise to buy at a certain time, or give you an answer at a certain time, or admit frankly that he is not interested. Dilly-dallying dubs are desperate diversions.

To sum up: Treat your prospect as if he were an intelligent, self-respecting man like yourself, and be honest, frank and business-like with him. If he is a "grouch" or a fool, pity him and forget him as soon as possible. Waste no time with him. Your time is too valuable to be used in general missionary work during business hours.

If you will not hear reason, she will surely wrap your knuckles.—*Franklin.*



# About the Westinghouse Reduction Gear

By GEORGE WESTINGHOUSE

(From an Interview.)

*Our readers will remember the story of George Westinghouse that appeared in the June number of The Business Philosopher. In that article, reference was made to the Westinghouse reduction gear for use with turbine engines on steamships and with direct current generators. In this interview, Mr. Westinghouse tells us a little more about this great invention of his and how it works. He is said to regard this as one of his greatest achievements, adding to the comfort, utility and safety of human life. Commenting upon this gear, a writer in a recent newspaper says:*

THE tests of the Neptune, made in June, are regarded by naval men as of the highest importance because of the comparatively small turbines and reduction gears. It is claimed that the weight is less than one-half of the other turbines having the propellers coupled direct to the turbine shafts or of reciprocating engines, thereby requiring from twenty to thirty per cent less steam than is now needed by any turbine driven ships. The upper half of the turbine is arranged on a hinge, so that it can be quickly thrown back, that all the blading may be thoroughly inspected. To illustrate this feature, Admirals Botbeder and Garcia, of the Argentine navy, and Admiral Cone, chief engineer of the United States navy, who have just visited Pittsburg for a critical inspection of the apparatus, were afforded a demonstration, by which the top cover of the turbine was loosened, removed from its place, the rotor containing the blades given a complete revolution by hand and the cover restored to place and the engine again started, in exactly fifty minutes—an operation that requires several days in the present modern battleship.

The United States government has already applied a number of turbines to its war vessels, but after prolonged tests it recently promulgated the conclusion that no further battleships would be so fitted because of the great amount of steam and coal required to propel at cruising speed. The trial of the Neptune will, it is believed,

change the entire situation with reference to the application of power to naval vessels. The saving of over one-half of the weight in engines and a decrease in the capacity of boilers required because of a less consumption of steam are of the highest importance, as they permit the use of thicker armor and of heavier guns.

The delight the undoubted success of this reduction gear gives me may be pardoned, for it has been the object of my constant personal thought and labor since I conceived the original design several years ago. The reduction gear used to-day represents the type upon which I have labored personally for about a year and a half.

It occurred to me about that time that the turbine principle of engine was the engine of the future, if certain handicaps could be eliminated. Even with these handicaps it had proved a great commercial boon, especially in marine engines, but practically all of the turbines have been built in England.

I determined that this country should have its share of the turbine business and no particular difficulty presented itself in the manufacture of the engine. The trouble lay in the fact that the turbine attained its greatest degree of effectiveness at high speed—that is, by a great number of revolutions a minute—while the effectiveness of the propeller, driven by the turbine was greater at very low speed, or a small proportion of the number of revolutions made by the engine shaft.

To reduce the number of revolutions by gearing is a very simple matter when low pressure, small wheels and comparatively few revolutions a minute are involved, but in working under high pressure, great horsepower and very high number of revolutions it becomes an intricate problem.

## Microscopic "High Place" Fatal

The reason for that is that, while it is practical to cast cogs so accurately that the eye can detect no inequalities, a "high place" of even one one-thousandth of an inch would be fatal in a cog wheel twenty or so inches broad, as is required in the

transmission in turbines. All of the immense pressure would be exerted on the "high place," with the result that the cog would be smashed and the gear stripped. If that was not the result instantly, the wear and tear would soon bring it about. The wheel would not "stand up" and would soon prove commercially worthless.

So the task set was that of devising some means by which even these microscopic "high places" would be eliminated and the cogs of the gears rendered absolutely parallel at all times. This has been accomplished by the perfection of the floating frame.

The pinion upon which the cogs revolve is held upon pistons above and below, sustained by oil pressure, allowing sufficient play to give or take up the fraction of space necessary to keep the cogs exactly parallel at all times, thus allowing the reduction of speed in transmission with practically no wear and tear on the parts, by providing elastic motion.

Of hardly less importance is the control mechanism I have perfected in connection with the reduction gear. At the present time it has been necessary for the commanding officer to transmit his orders to the engine room either by electric signals or by tubes. The new mechanism is placed upon the bridge and enables the commanding officer to speed, stop or reverse the en-

gines by the moving of a lever worked by air pressure.

The man on the bridge can reverse either or both turbines from full speed ahead to full speed astern in less than fifteen seconds, or in much less time than it now takes to communicate from the bridge to the engine room with other types of control. Of course, this does not interfere with the control of the engines from the engine room, if so desired. These departures in the reduction gearing and control are radical and have been made in the interest of lessening the cost of construction, facilitating the operation of the machinery and its inspection and in the reduction of the weight and space now occupied.

### The Philosophy of Hard Knocks

This is to call attention to and correct an error of omission in the June number of THE BUSINESS PHILOSOPHER. On page 367 of that issue appeared some verses under the title, The Philosophy of Hard Knocks. The name of the author was omitted. The verses were so good that we take pleasure in saying that they were written by Robert H. Williams.—*Managing Editor.*

There is a destiny that makes us brothers.—*Edwin Markham.*

**Opportunity is inside, not outside. It lies in a man's abilities and not in his surroundings.**

**— L. C. BALL**



**M**Y SMILE," says J. R. Woltz, "may get some business for my paper, but the paper itself holds it. Don't forget that." And so it is with every other proposition.

**That Smile**

The salesman with the pleasing personality may get business. But if back of the salesman there isn't a firm that supplies satisfactory goods all the smiling in the universe will not build trade. More than one salesman has been scarified by sarcastic letters from his sales manager because of his inability to build up trade in his district when the real fault lay in the goods themselves.

J. Rufus Wallingford has the smile and the pleasing personality, but, if you have read the stories, you know that J. Rufus doesn't do business twice at the same stand. There are times when the reverse might be used and some letters sent back to the firm.

The firm, the salesman, the goods and the customer are elements in every sale and the first three must give absolute satisfaction to the fourth if repeat orders are to be secured.

*Success, nine times out of ten is a development, not a ready-made silver spoon in the infant's mouth."—Oliver H. G. Leigh.*

**A**N ETHICAL efficiency engineer is needed by the world to standardize honesty.

**Standardizing Honesty**

One does not have to live long in order to realize that different persons work under different standards of honesty. Each apparently thinks that he or she has the only brand that is absolutely pure and undefiled. One also discovers that a close acquaintanceship is essential in

order that one may know what discount to allow for what may be called the human element, just as the astronomer makes his allowance for the human element in his study of the stars. One who employs this method may carry on business successfully with the chronic liar.

Some statements need to be discounted twenty percent; some more; some less. One with high standards of honesty may be made utterly miserable by association with one whose standards differ unless one has the greatest success essential there is, the sense of humor. No one is harmed more by a lie than the liar. In the end only truth lives. Cleverness in evasion, skill in juggling with the truth without actually losing sight of it is only a seductive form of lying.

*"Old fellow, you have my best wishes," said a man to an acquaintance who had, through misfortune, come to selling pies for a living. "Thank you," said the other, "but won't you buy a pie?"*

**I**N THE General Electric works at Harrison, N. J., is an organization called the Post Prandial Club. According to the constitution and by-laws, as written by one F. G. Hancock, it is to meet every day except Saturday, eat luncheon, and by conversation of the right kind bring about

**Post Prandial Club**

greater harmony amongst the workers who are club members. "These daily meetings," says the booklet, "are devoid of conventional restraint, and stimulate broad sympathies and catholicity of thought by discussions of topics that prove of interest to the majority of select spirits assembled. Theology and politics are the only two topics upon which the everlasting taboo is clamped."

It is an anti-treating club, and no member is allowed to even furnish another with cigarettes. Once a month all attend some theater in New York. It is needless to say that most of the talk will be shop talk—just about the most interesting talk there is for folks who are interested in their work and who are really trying to grow.

*The school of the intellectual man is the place where he happens to be, and his teachers are the people, books, animals, plants, stones and earth around about him.—Hammerston.*

**I**T IS just one of my amusing notions, and of course I may be mistaken, that we get back just about the same sort of stuff as we give out. If I were to walk down a street and throw brickbats at the folks on the other side I have a sneaking suspicion that they would throw those same brickbats back at me. And if I should happen to be wise enough to throw roses or smiles or only neighborly thoughts, I'd get roses or smiles or neighborly thoughts returned to me. It really isn't hard to be decent.

If I have learned one thing in my wanderings it is this: that a smiler beats a snarler when it comes to getting results out of waiters. I have discovered that I can get everything that is coming to me, and sometimes a heap more, by being courteous, kindly, smiley and considerate. Servants, bless my soul, are human folks. And we are all servants.

**I**T MATTERS little what our work may be, what dreams we have, what experiences have been ours, those of us who are growing are striving for but one thing—Self-Unfoldment.

**An Ideal** We reach goals only to pass them. We limit our growth with walls of ideals and when we reach them, ruthlessly tear them down and erect other walls farther ahead. These, too, we reach and raze.

To us in our unfolding nothing is sacred. Like a growing tree bound with an iron band, we burst that which restrains or bury it in ourselves and cover it with the rings of our growth.

All of us are striving, perhaps with different object in view, for physical, mental and spiritual power.

Self-perfection is the unattainable end.

In self-perfection and in that alone is found happiness. Happiness we shall never know. But we struggle along. We have no choice.

Always we feel that we are just on the edge of Things We Want. And then we find that the Things We Have do not contain among them the Things We Want.

But I have a notion that if we strive for this ideal which I found written down in the Bhagavad-Gita, we shall find joys hitherto unknown and win love of which we have not even dared to dream:

Fearlessness, singleness of soul, the will  
Always to strive for wisdom; open hand  
And governed appetites; and piety,  
And love of lonely study; humbleness,  
Uprightness, heed to injure naught which lives,  
Truthfulness, slowness unto wrath, a mind  
That lightly letteth go what others prize;  
And equanimity, and charity  
Which spieth no man's faults; and tenderness  
Towards all that suffer; a contented heart,  
Fluttered by no desires; a bearing mild,  
Modest and grave, with manhood nobly mixed,  
With patience, fortitude, and purity;  
An unrevengeful spirit, never given  
To rate itself too high—such be the signs,  
O, Indian Prince! of him whose feet are set  
On that fair path which leads to heavenly birth!

There is no power on earth that can enslave a man who is mentally free; no power that can free a man who is mentally enslaved.—*Patrick Flynn.*

The wise prove, and the foolish confess, by their conduct, that a life of employment is the only life worth leading.—*Paley.*

"No quality will gain a man more friends than a disposition to admire the qualities of others. I do not mean flattery, but sincere admiration."—*Johnson.*

Duty determines destiny. Destiny which results from duty performed may bring anxiety and perils, but never failure and dishonor.—*William McKinley.*

# On the Way to Broad Life Areas

By SHELDON LEAVITT, M. D.

## The Value of Confidence

**S**AYS EMERSON: "What your heart thinks great, is great. The soul's emphasis is always right."

What comes home to you as an inspiration is for you, and to stand up with courage to claim it is your duty. A man sets his own rate.

"It is a maxim worthy of all acceptance," says Emerson, "that a man may have that allowance he takes."

I like the strong way in which Troward puts it: "Whatever we believe, does, for us, in very fact exist. Our beliefs may be erroneous from the standpoint of a happier belief, but this does not alter the fact that for ourselves our beliefs are our realities, and these realities must continue until some ground is found for a change of our belief."

And that subjective entity, thus made existent, is the builder, upon the conscious plane, of whatever be the subject matter of our faith.

Faith is of the utmost importance to one about to enter upon the activities of a business career. It is a "career" and not a make-shift that a young man should mark out for himself, and even temporary expedients should be made to minister to it. To do this, that and the other thing that his hand may find to do, even though he do it with all his might, is not enough. In his mind one series of actions should link with another and help to form a consecutive order of events. Looking out on life he is to shape his course with precision and see in its varied experiences fitting into one another in a marvelous way, a broad and consistent whole.

### What Is Faith?

The kind of faith I would have the young hold is not that of confidence in what someone may have put forth as truth. Perhaps *assurance* is a better, because more exact, term. It is something more than hope, involving what hope does not imply, namely, a certainty admitting of no question. It is the kind of faith that Paul had in mind when he said, "Faith is the substance of things hoped for, the evidence of

things not seen." It is something developed by that added sense which puts into our very hand what has not yet reached a point cognizable by any one of our five senses.

Faith is a castle in the air which becomes the reliable prototype of a castle that can be seen by our physical eyes. As Judge Troward avers in the quotation before made, "Whatever we believe, does, for us, in very fact exist."

There is nothing capable of appealing to us through our ordinary senses but what has previously existed in a form thus unknown, and which may reach us just as clearly through other channels equally reliable.

### Why Is Confidence So Important?

It is an evident law of mind that expression shall be consecutive on mental ideals. A thing must exist in the unseen realm before it can be sensed. We know this to be true in art, literature and invention, and need not wonder that it is equally true in all the other affairs of life. Then let the young man not only forecast his prospective experiences in their varying expressions, but also form within his mind that ideal of the future which represents his true desires, and then steadily bear it with him in daily life. Let him live his life of idealism in his own inner self; let him dwell amongst his realities as fully and definitely as he may, since this is faith in its true essence. Living thus in all earnestness and urging ideals on their way to material expression will surely bring to fruition his fond expectations.

This is why there can be no success without faith, and it is why, as well, faith plays so important a part in life's processes.

### The Object of Faith

There is a prevalent opinion that faith must have a direct object. This is true of faith as ordinarily understood; but faith taken in the sense of confidence or assurance need not have an object. A citizen may have the utmost faith (assurance) that his city will become a metropolis. He need not believe that such a result is to be ob-

tained through the interposition of Providence in its behalf, or from a national co-operation to secure it. What he more likely believes is that the natural situation and the co-ordinative forces in general, given direction and encouragement by the enterprising citizens, are capable of bringing about such a result. Now, if to these is added a prevalent spirit of idealism in the people, causing them to think, talk and write *metropolis*, the thing becoming a creation of prevailing faith is sure to be wrought.

It is for these reasons that I say, Have faith! It matters little toward whom or what it be directed, provided the object be large enough to compass the end sought.

An intelligent man cannot believe, with prevailing faith, that a simple force in whose content the elements of power do not reside can effect a purpose involving the exercise of great energy. A stream cannot rise higher than its source.

Recognizing himself as an impersonation of Infinite Energy, a young man will do well to have the utmost confidence in *himself*. This is most commendable. He may not be as learned as many; his opportunities for observation may have been restricted; but he should believe that his conscious and subconscious forces can and will unite to organize and direct in a sur-

passing and sometimes surprising way, the energies and intelligence required to effect the designed result.

Through himself as a center, his faith, however, will reach out to enlist in his behalf the Spirit of Universal Life. He must know that, above his own individual view of things, derived from partial knowledge, there is a higher and more far-seeing Wisdom, not outside and beyond him, but related to him by continuity, which can, by appropriation be made to serve him.

#### Faith the True Basis of Consistent Life

The life of a young man will be broadened and enriched—it will be made strong and consistent—by a proper appreciation of the character, value and office of faith. He who goes forth upon a discharge of self-imposed, as well as superimposed duties and responsibilities, is furnished with every needed incentive to success.

By faith, energies are quickened, resolution is strengthened and courage is made sublime. Without it, little can be accomplished, and it is owing to its deficiency that the world is filled with spiritless, unsuccessful men and women; with it, no task proves too great and no perseverance too fatiguing.

It is for these reasons that I would glorify faith in the eyes of the young.

## Business Punch for the Young Man

By DON E. MOWRY

**F**UN costs the young man a lot of money. As a young man, you need the money. Save it. Cut out the kind of fun your wife or mother cannot enjoy with you.

Let them call you a "T. W." (Tight Wad). Some day they will be sorry they spoke.

Spend where it will count. Be sure it will count before you spend. Just figure ahead a little.

Associate with men who do not hang around the cigar stores.

If you get tired of your work and want to loaf, get a good book and you will forget your restlessness.

Stand a little above the crowd; that is, don't be too free with everyone. You gain respect where it will count as a result.

Your chief value, wherever you are, is in your knowing a little more about the business you are in than does your rival. You must *know*, even if you have to work overtime to get the information.

A young man need not be a young man in business if he studies himself and finds out where he can improve himself and gain poise.

You will never be a winner by luck. You have simply got to build yourself up. Building takes time—so don't hurry too much.

# Hitting the High Spots

By ARTHUR W. NEWCOMB

## The Pigeons that Brought Home the Orders

**I**T'S all in getting a point of contract," warbled the joyous salesman whose monthly commission check is so big that he always counts the digits in the amount to make sure that it is all there.

"Well, not quite all," I reminded him. "You have to tell them what you want to sell, you know."

"Oh, all that runs along like a barefooted cat after you have the point of contact," he caroled. "Just let me give you an instance.

"Out in my Illinois territory there is a firm that buys so many tons of varnish from me every year that we bill it in carload lots. And their order is always waiting for me, signed and approved, when I cross the cocoanut husks that spell 'welcome.' But I called on the same firm, trying to sell varnish, for four years, regularly every trip, before I got my first order.

"The purchasing agent was a friend of mine, and would have given me the account, but the vice-president of the company was superintendent of production and insisted upon choosing the varnish. He considered the glossy stuff too important a matter to be left to a mere purchasing agent.

"Well, I hammered away at Mr. Vice-President all that time, but could never get under his guard. I talked to him about everything I could think of, remember or imagine, and couldn't get more than polite monosyllables out of him.

"Finally, just before I gave up in despair, I asked the purchasing agent whether the man was interested in anything in the cosmos besides keeping me from selling him varnish.

"'Why,' he marveled, 'don't you know his hobby? You are sure the prize sleeping beauty. Why didn't you ask me before? Get him started on homing pigeons and he'll talk till morning.'

"That was enough for me.

"On trains, waiting at jerk-water junctions, in hotels, at home, warming chairs outside of my prospect's office doors—everywhere—for the next few weeks, I stud-

ied the Hoyle of homing pigeons. And the next time I visited the town where Mr. Vice-President had put so many unsightly dents in my neck, I had a fancy little cage, all fitted up flossy and professional, as a part of my hand-baggage. And inside that cage were a couple of prize-winning homing pigeons.

"I left the cage at my room in the hotel and went to Mr. Vice-President's office, as usual. And, as usual, there were no interesting happenings. Finally, I looked at my watch. 'By George,' I exploded, 'I'm sorry to break away in a hurry, but I've got to make tracks for the hotel and feed my pigeons.'

"Say, you've heard the song about the 'fine ould Oirish gintleman' that sat up in his coffin when they started to pass the whisky at his wake. Well, that was about the way Mr. Vice-President came out of his trance when I mentioned pigeons.

"It wasn't five minutes after he woke up before he was on the way to the hotel with me to see the birds. He raved over them for three-quarters of an hour. Then he spent an hour trying to buy them from me. But I had brought them out with me for the purpose of sending messages home to my wife, and didn't want to sell. Of course, I finally let him buy them, and he was so tickled to spasms that he almost drowned the poor birdies in tears.

"'Little remains to be told,' as they say in the thrillers. I got my first order for varnish that afternoon, without a word of salesmanship. And they have been coming along, bigger and bigger ever since."

"But think of the number of selling talks you had sowed during those four years that came to harvest when that first order was signed," I urged.

"Well, perhaps so, but I always call the orders from that firm my pigeons flying home to roost."

## "If He Swallows the Pickle"

**S**TAFFORD makes and sells pickles—and, amongst other kinds, sweet pickles.

Now, sweet pickles are hard to make and be sure that they will be good. They



are also hard to keep sweet. And they are hard to sell at a profit.

But Stafford usually sells his sweet pickles at a profit. And this is the way he tells how he does it:

"When buyers come to look at my sweet pickles I am always ready to hear them say that they have 'worked' a little, or begun to spoil; or that I haven't made a very good lot this time. That is their way of running down my goods and hoping to run down my prices. So I go with them when they sample the sweets.

"Now one buyer comes along, chews up a pickle, shakes his head, looks mournful and says: 'Too bad, Stafford, your pickles have worked a little. They aren't good.' Then he samples another barrel the same way. By and by he says: 'You didn't get a very good flavor in these pickles, anyhow, Stafford. You didn't mix your stuff right, somehow.'

"Another buyer will come along, sample the pickles, say: 'Pretty good pickles, Stafford. You certainly are a good maker of sweet pickles.'

"But I never pay any attention to what they say. I watch to see whether or not they swallow the sample they chew up. A man may knock my goods all he pleases, but, if he swallows the pickle, he likes it, and I can get my price from him if I stick for it. And a man may praise my sweet pickles to the skies, but if he spits out the samples after he has tasted them, I know that he doesn't like them, and that I shall have to be on my guard in bargaining with him."

### Honor and Honesty

**I** HAVE come to the conclusion that pretty nearly all men are honest in intent, but that there are about as many different standards of honor as there are men.

It is something like keeping the Sabbath.

When I was a boy, I lived in a small village where the Sabbath was a sacred institution. Everyone in the community, with the exception of some hardened "sinners" who were hopelessly "lost," was punctilious about observance of the day of rest. But some "thought it was all right" to go for a walk and sinful to ride, while others were deeply shocked at the walking, but

kept their horses going all the afternoon. Some saw no harm in checkers, authors and parchessi on Sunday, but would play and sing nothing except sacred music, while others, pained beyond expression at the playing of games, made merry with popular songs or enjoyed classical selections.

And so, most of the business men I have met would lose heavily rather than violate their "principles." The difference between them is a difference in principles.

I know men who religiously pad their expense accounts who would starve rather than take a copper out of the till of their employers.

There are others who charge up twenty-five cents bus fare to the hotel, when they walk the distance; put down a dollar for dinner on the dining car when they only pay the train boy five cents for a package of salted peanuts; enter four dollars for livery hire, when four other salesmen go with them and their share is only a dollar; and collect three days' hotel bill when they are entertained at the house of a friend; but they would go to jail before they would enter as car-fare money spent for cigars or drinks.

I know men who would take two hundred dollars for a hundred-dollar horse, if the buyer had seen the animal, who would live on bread and water for the rest of their lives rather than let their debts go unpaid.

There are those who would buy a five-thousand-dollar piece of property for two thousand dollars, if they could trick the owner into making the deal, who would follow a conductor through ten cars of a long train to pay fifteen cents railroad fare that he had overlooked.

You know many men whom you consider dishonest and unreliable in business.

Study them a little, and you may find that there are some of your own practices that they would view with righteous horror.

How often we hear the expression:

"That's not dishonesty—that's just good business;" or "That's not crookedness—that's merely shrewd salesmanship."

I read a discussion the other day in one of the best magazines on advertising on the subject of telling the truth in answer to customers' complaints. One writer advised the invention of excuses to cover errors, for the sake of keeping the customer happy and

satisfied. Another favored the exact and accurate truth on all occasions, even if it should offend and alienate customers.

This question of standards of honor is a vital one in business.

Leaving out all question of morality and the hereafter, every progressive modern business man realizes that honest dealing is essential to success. But it is not so easy to determine just what is honest dealing.

According to some codes of ethics, whatever is legal is right; selling prices should be "all the traffic will bear;" and buying prices and wages should be teased and forced down to the least possible.

Other business men believe that they are entitled to only a fair profit, that they should pay fair prices for their materials, and that wage-earners should share in the profits of the business.

Which is the better business policy?

I may be wrong about it, and if I am let me be shown, but I believe that these two rules, if intelligently applied, would solve the problem and unify our business ethics:

First, looking far, far ahead, and viewing the business situation broadly, do and say only that which will be profitable.

Second, "whatsoever ye would that men should do unto you, do ye even so unto them."

Of course, being a reasonable person with an analytical mind, you can readily see that these two rules are really only one. The second is expressed in the first, and the first is expressed in the second.

### Some High Spots for the Retailer

**I**S IT possible?

Are there retailers in the country today—men who read magazines like *Brains*, the National Weekly for Retailers and Advertisers, who actually need instruction of this kind?

I could hardly believe it.

And yet I know, from the scintillating pages of that excellent magazine, that its editors know something about the retail trade.

This article, taken from *Brains*, is about shoes, but it will apply just as well to any other article. If the editors of *Brains*

thought it well to print it, perhaps some of my readers may profit by it also. But, honestly, retailers, I hope you don't need it.

Here it is. It is entitled, "Greatest Weakness in the Retailing of Shoes:"

"You may have the finest shoe store in your city, according to the *Oregon Merchants' Magazine*, and may be superbly stocked with the best lines of shoes in the world and be doing a good volume of business, but if the business is not conducted on a percentage of profit sufficient to pay its expense burdens, you are certain to meet with disaster.

"The retail shoe merchant can no longer remain indifferent to the profit phase of his business, as his greatest weakness is failure to fix the cost of merchandising with sufficient accuracy.

"Profit-making for the shoe retailer becomes a more difficult problem each season and too much emphasis cannot be put upon the point that carelessness and guess work are the common stumbling blocks.

"It is only natural, in one's desire to meet and beat competition, that close prices are named, but any selling price that does not give a substantial net profit is born of poor business policy, for unless a merchant figures the cost of selling in deciding his selling price, it is more than likely that his profits will mysteriously change to losses.

"The objective point of your business should be profits, and glory enough will follow.

"Use your energies to increase through higher profits your store's income, rather than to hope for success through radical reductions of store or personal expenses.

"In price-making get to the core of the subject, don't let your figures run wild nor try to follow any particular cost or selling schedule; but whatever you do, use common sense and previous experience to place your retail price high enough to be above the danger line and to make money for you.

"The cost of merchandising is the cornerstone of your business, but to determine it we have no actual set of figures or schedule to follow or depend upon, neither can we get one, as depreciation through styles and broken sizes is too fickle a factor to figure upon.

"Much inexact data presents itself in figuring the cost of selling shoes, for loss on

credit business through a percentage of bad debts must be figured with other fixed charges, together with interest on your investment, in drawing your line between profit and loss.

"When we buy a shoe at \$3 and sell it for \$4 we figure, by the usual "hit or miss" method, that we have made \$1, but if we stop to figure the expense of selling that pair of shoes and trace in our mind the final wind-up of the lot of shoes to which this pair belonged, we roll over and wake

up—our balloon is busted, our golden dream is broken and our imaginary dollar dwindles to a few pennies, and maybe is nothing.

"To get a few tell-tale figures on your own business, take tomorrow for a test day and compare your clerk hire along with the sales of the day. You will probably find that this item of expense, from a percentage standpoint, is twice as high as you will figure off hand."

## Selling Goods in Canada

By H. C. McLAUGHLIN

**M**ANY readers of THE BUSINESS PHILOSOPHER may have wondered from time to time how Canada compared with the United States as sales territory.

The elementary principles or foundations, that is A-R-E-A, are as necessary in Canada as in China, Australia, or any other place. In no part of the United States has the writer found the use of politeness, quietness and gentleness of manner so great an essential in selling as in Eastern Canada.

The Canadian buyers or merchants are more conservative, hesitate longer, and perhaps arrive at conclusions more slowly than the American merchant, but, when their word is once given, it can be strictly relied upon and is considered as good as a bond.

The "big spiel," or the salesman known as a "hot air artist," does not go to Canada; that is, does not go far, until he changes his tactics and becomes quiet and more conservative in manner of approach and demonstration.

The American salesman who quickly adjusts himself to conditions and does not proclaim from every house-top that he is a "Yankee" just in from New York, Chicago or Pittsburg, generally makes good here.

Why?

Because the fresh, pure air is so invigorating and healthful that he works hard, succeeds, and enjoys it. In other words, he soon becomes a good, honest "plugger," who goes on from day to day expecting good business and getting it.

There are very few large firms (in the land of the beaver) who today have traveling men working on a commission. Almost every contract is for salary and expenses.

The traveling salesman, from a long established custom, goes home for Sunday; that is, leaves the territory some time Friday and returns during Monday. A distance of three or five hundred miles makes little difference. This is one way the son of Uncle Sam gains on the Canadian traveler, for he is on the job about all the time. Again, in many instances, we find the American salesman to be more aggressive, persistent and ambitious than his Canadian brother, yet we cannot say that his work is always as thorough or complete. It is in no degree a custom with Canadian travelers to work towns from a car window; in other words, the old saying of the salesman looking over the fence into greener pastures does not have so much application here in Canada, for there is greater contentment of mind.

Expenses are not as great in general either for the "grip man" or those carrying trunks. Towns (especially in the East) are well located along the railroads and hotel rates are somewhat lower.

We will not mention, at this writing, anything pertaining to the delightful scenery and many points of historical interest, because our brother salesman may take exception to some of these—naturally, if one has never seen the picturesque Canadian landscape, and the other, the beautiful Mississippi by moonlight.

# The Modern Merchant an Artist

By STANLEY L. KREBS\*

*This second article of the series by Dr. Krebs on Modern Merchandising deals with facts and relations that are permanent and fundamental—the same tomorrow and next century. Hence these articles should be read thoughtfully and not hastily, and kept. Readers will want them for reference after reading and study—the more the further we get into the subject. The next article will deal with the work of the merchant from the standpoint of psychology. He sells matter. And in that article, which will appear in the September number, Dr. Krebs will show us the glory, the necessity, the romance, the divinity of matter.—Editor's Note.*

LET us summon a company of artists—of fine artists; a painter, a writer, a horticulturist, a sculptor, a teacher. Then suppose there enters into this select group a merchant or a salesman. What right has so intensely a practical man as he in a select company such as that?

Let us see what each man does.

The painter sees with the eye of his imagination, let us say, a flower, an ideal flower, of rare and radiant beauty. The mental contemplation of it thrills him with pleasure. He wants to have others share his joy. So he sets himself to work—a few swift strokes and the outline appears, then the colors come, and finally the perfect picture-flower stands there on the canvas in all its artistic loveliness. You admire it and congratulate the artist.

The horticulturist, too, dreams of beauty. He, too, visions a mental flower of unusual loveliness. He, too, would share it with his fellows. So, he selects his seed, he plants, grafts, forces here and prunes there, plants again, selects the best again, and by and by you go into his garden and see the actual creation waving in the breezes there—a new creation of phytological art. You are enthusiastic in your words of admiration and heartily congratulate the artist-creator.

Which is the greater or more wonderful—the painted flower or the living one? The horticulturist could not do the work of the painter, neither could the painter ac-

complish what the horticulturist accomplished. Which, then, is the greater?

But yonder is the sculptor. He has nothing but cold stone and steel to work with. But he, too, is a dreamer, and a dreamer of beauty—he dreams a dream exactly similar to that of his predecessors, and goes to dead rock to make others see it. He carves the flower out of solid marble, and so marvelously well does he execute his work that you almost think you see a live lily, in spotless white, growing before your very eyes.

Here is the writer, the poet. He glimpses the same flower in his day-dreams, and wants you to see it, too. He cannot handle paints, seeds, nor marble; but he can handle words. The phrases leap from his facile pen, from his hot heart; they seem charged with the subtle element of life; colors, form, curves, vegetable arabesque, magically appear with vivid and masterly strokes in the mystic magic of words, so that you see the flower actually before you, and almost smell its fragrance. A wonderful art!

Then comes the teacher, who tells us all about how the flower grows, its habitat, its nature, its parts, its characteristics, the requisites for its perfection and multiplication, the subtle chemical elements of soil, air, water and sunshine, the scientific points about its wonderful life. We read the book and are overawed with the wealth of research and beauties of life and growth therein revealed.

Here is the textile artist, who weaves strand after strand in intricate maze—and, lo! out of the chaos of warp and weft comes the cosmos of design and service; out of a tangle issues order and beauty—the woven flower decorates the oriental rug or appears in glory on the silken dress of matron or maid.

Now, what art can the “common or ordinary merchant” (as he is often called), or the salesman, match with all that fine work? He seems outdone, outclassed, out-ranked, does he not?

But the fact is the merchant and the salesman must be an *artist for artists*; he is the man who must have an artistic appre-

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ciation of *all* their products; not of one, but of all; he must show a delicate discriminating judgment as to their relative value; *his* art must be broad—broader than that of any one of them. Moreover, his judgment and appreciation must be just; he must study, read, travel, compare, in order to develop sound artistic judgment. It takes an artist to judge of art; and the mercantile artist must be just in *his* judgment for two reasons, namely, for the sake of the producing artists, and also for the sake of the consuming artists, that is those who buy from the merchant and thereby rely upon his judgment. Hence, we say, the merchant must be the artist *for* artists.

What the merchant saves the others, and especially the consuming artists, by *not* buying or gathering on his world travels and world search—his virtue of *omission*—intelligent omission—is really hard to compute; it is fully as important as his actual collections, for he thus discriminatingly makes the *first fundamental selection* of worthy products, thereby sifting out the unworthy.

Is not that an artistic function?

The merchant as well, too, as the educated salesman, is a great practical *art-judge*.

But this is not all.

He seems to know not only the product and its value, but the very inmost desires of the creators themselves. The merchant satisfies all—he effects the interchange. He thus keeps all active in producing more. Mountains do not bar his progress, nor oceans stop him. The merchant is the great finder and the great distributing artist in society. Blood is life; but not stagnant blood; it must circulate.

#### Where He Belongs, or, Rather, Where Does He Not Belong

Artist - educators and educator - artists have been discussing in the journals devoted to art and education the basis for a scientific classification of "the arts," by which they seem to mean *all human activities*.

In the first place, they argue that the conventional division of the arts into "Fine Arts" and "Useful Arts" is illogical, since all arts are intended to be useful in the one all-comprehensive way of *satisfying human desires*.

Having obliterated this time-honored distinction, they arrive at the following classification:

- |             |                 |                    |
|-------------|-----------------|--------------------|
| 3. Social   | 6. Sociological | 7. Statesmanship   |
| 2. Vital    | {               | 5. Anthropological |
|             |                 | 4. Zoological      |
|             |                 | 3. Phytological    |
| 1. Physical | {               | 2. Machinofacture  |
|             |                 | 1. Manufacture     |
|             |                 | 2. Machine trades  |
|             |                 | 1. Handicrafts     |

(Read from the bottom up).

In this scale of arrangement the "social" is at the top and "physical" at the bottom; "sociological," the highest, and "manufacture" the lowest; "statesmanship" way up, and "handicrafts" way down.

I agree with this arrangement. It is based upon the classification of the philosophers, who divide all forms of matter into:

First, the inorganic.

Second, the organic.

Third, the superorganic.

No art, they rightly contend, can divorce itself from *matter*; every art uses matter in some one of its many forms. Hence, you see, the arts may be logically graded upon this philosophical classification of matter.

By inorganic matter is meant, of course, all non-living substances; by the organic, all living things, and by the superorganic, all groups of living things, including man.

Now, note carefully, that complexity in these forms rises from the simplest in the inorganic to the most complex in the superorganic. A living thing is more complex than a mineral, and society more complex than a person in it.

Note, secondly, and just as carefully, that the utility of these forms increases with the complexity of them. Auguste Comte said, "The *practical* applications of the sciences increases with their complexity."

Hence, the arts *which deal with the most complex phenomena are the most useful*.

(The arts which deal with the inorganic matter they call the "Physical Arts"; those which deal with organic matter, the "Vital Arts"; and those dealing with the superorganic, the "Social Arts." Of these the most useful are the "Social Arts," because they are the most complex).

The above resume gives the main line of their arguments and the foregoing table the results of their research and thought.

And right at this point, the point of their conclusion, we reach a startling fact, namely:

#### Merchandising Is Not on the List

Among the other human activities or arts they have forgotten this! Millions of money and brains and lives invested in it—yet forgotten! What does this fact mean?

It means, simply, that while their classification is correct, it is not *complete*. For there *must* be *some* place for the merchant. What is that place and where? In that scale, where should merchandising, the great activity of buying—advertising—selling, be placed?

Since merchandising is an art that deals with individual people and with groups of people, too; in other words, since it is both anthropological and sociological, it should appear between "Education" and "Statesmanship," that is, *high up on the scale*, amongst the most *complex* of the arts, and *therefore in the class of the most useful*. It lies back, in fact, of all the other arts and provides the public with the necessities, comforts and luxuries of life, from the lowest (the inorganic) to the highest (the superorganic). Where, then, in such a table, shall we place an art or activity like that so as properly to indicate its real function, the usefulness and dignity of which, according to the "law and the prophets" of art, grows with its complexity and grows also with its universality?

Let us represent to the eye all these functions and the grade of merchandising:

		N	
3. Social	6. Sociological		8. Statesmanship
	A	D	
	{	5. Anthropological	{ 7. Merchandising
		H	6. Education
2. Vital		4. Zoological	I
	C	5. Domestication, S breeding, etc.	
	{	3. Phytological	{ 4. Horticulture
			3. Agriculture
		R	I
1. Physical	{ 2. Machinofacture	{ 2. Machine trades	
E	{ 1. Manufacture	{ 1. Handicrafts	N
M			G

Note how *merchandising* runs and twines through it all, from bottom to top, and back again.

We all live together. The activity of one articulates somewhere with that of another, and that other with still others, and thus we become one intricate network, a solidarity—a brotherhood, real, vital, factual—not a mere mouthed sentiment, but a *law as live as love and light*.

Universal, therefore, is the artistic function of the merchant and salesman—its value increasing with the difficulty of its execution, and the difficulty increasing with the growing complexity of civilization.

This simple thing of "storekeeping" (whether retail or wholesale), requires far more skill, more judgment, more courage, in short, more of the higher faculties of evolving man, than it did fifty or a hundred, a thousand or five thousand years ago. And, according to the law of evolution as previously stated in this article, it will increase in the refinement of the faculties required for its execution as we forge farther forward into the field of the future.

LOVE is the river of life in this world. Think not that ye know it who stand at the little tinkling rill, the first small fountain. Not until you have gone through the rocky gorges, and not lost the stream; not until you have gone through the meadow, and the stream has widened and deepened until fleets could ride on its bosom; not until beyond the meadow you have come to the unfathomable ocean, and poured your treasures into its depths—not until then can you know what love is.—*Henry Ward Beecher*.

# Life Insurance as a Profession

By EDWARD A. WOODS

**I**T IS of first importance that a vocation be deliberately chosen, that the young man is not at random selected by the first firm or business that offers him a position.

The success of professional men is more certain than that of men in general business; not entirely because the hazard of capital is not involved, but because a professional man deliberately selects a vocation that he feels fitted for and gives himself the advantage of years of training for that work.

In selecting a vocation, consideration should be given first and principally to something worth while, into which you can put your heart. This will stimulate you to continued endeavor many times when you would otherwise give way to discouragement.

Many a clergyman, teacher, missionary or physician has nerved himself up to renewed endeavor during discouraging times more by the conviction of the good he is accomplishing than anything else.

## Some Problems to Be Solved

Consider, in the choosing of a business, one that is healthful, because success is fundamentally dependent upon continued health; where advancement will depend upon yourself; where you will not be dependent upon, and ultimately become a slave to, your salary; where you will be independent and always command a position; avoiding such occupations as get rid of the old man and where, if one position is lost, particularly when old, you will have to beg for another.

A business in which you are paid a commission is a profit-sharing one and has the advantage that you will always be wanted. It is for you to select your field and concern rather than be dependent upon one who will, through favor or otherwise, be willing to take or keep you.

Consider your field of operations, your future environment and associates; whether—as with teaching and medicine—the business is overcrowded; select one that will broaden and develop you, one where you

will get recognition—which is of advertising value and great encouragement; and therefore an occupation where your successful efforts will show.

Consider how the business will be affected by panics; whether it is permanent; whether it has a future; whether you will be of value during your whole life or only during your younger years, after which you will be replaced by a younger man. Consider whether the business is sufficiently profitable or not; and if making money is your principal, if not sole, object, this will cause you to eliminate many of the noblest professions there are.

Above all, choose a business where you can serve your fellowmen, because, after all, that is the great source of happiness and real success and should be our chief object in life.

## The Present Standing of Life Insurance

Life insurance exceeds all other financial interests in this country, more individuals than are interested in savings banks, the ownership of real estate, and in stock of all kinds of corporations, including building and loan associations, combined. Its rapid growth from less than 50,000 policies fifty years ago to 36,000,000 now, shows the marvelous hold it has taken upon the American people. It has doubled every decade, while our population has doubled but every three and our wealth every two. It is the favorite American provision for such all-important things as our families and our old age; Americans carrying more insurance twice over than all the rest of the world put together. It is American enterprise and ability that has developed it. Its future is certain; no mechanical or other invention can possibly displace it, as long as human life is valuable and uncertain and families are loved. It is a profession more than a business; the desire to benefit should be precedent to the desire for money, notwithstanding the fact that a comfortable living can be made from it. It should never be undertaken temporarily. While it requires no capital and is not, like medicine, overcrowded, and while dif-



fering from most professions in that, instead of requiring years of training, it will furnish some income from the start, it will be most profitable in the end to those who, in their college course, prepare for it, taking such courses as are provided in the University in economics, mathematics, social science and sociology.

It is the college men of the country who are more and more running the insurance business. Over half the members of the Pittsburg Agency—perhaps the largest agency organization in the world—are college men; and in almost every company there are college men in the field selling life insurance, sometimes merely as individuals, who are making as much as, and sometimes much more than, the presidents of the companies.

The field is broadening; it is developing insurance specialists, handling lines of insurance for different things, such as Corporation, Income, Bank Credit, Philan-

thropic and Employee Insurance. The untrained life insurance man has gone.

#### A Twentieth Century Profession

The insurance business has no dead line. Age is a valuable asset, an important matter, that should be considered now and not when the gray hairs come.

And, above all, it is work worth while. The work of the twentieth century will be largely work of social uplift. The last century was one of mechanical invention and science; the problem of this century is to lift up the masses.

Life insurance—that eliminates poverty, promotes thrift, binds society together, is an unselfish sacrifice for others, takes care of the widow and orphan, educates the future citizen and promotes self-respect—is a profession of service of the highest order and of the largest magnitude to one's fellowmen.

## The Specialty Salesman

By MILTON BEJACH

**DO YOU** know how the miner, not the man of millions with a syndicate behind him, but the prospector, the haggard, bearded man, finds his gold? The process is long and painful.

In the rocky lands the ledges must be dug into, ton upon ton of worthless material must be handled before the metal is struck upon. Along the rivers, where the gold lies hidden in the dirt the miner must "cradle" pan after pan before he finds the yellow mineral.

Do you know how they mine diamonds? Hundreds of tons of earth are dug and turned over before they find a precious, dull looking pebble. How is anything valuable obtained but by persistent application to the task?

The specialty salesman in some ways resembles the prospecting miner. He must handle many prospects before he makes a "find". He must call on a number of inattentive, somnolent men before he finds the one whose mind strikes fire from the arguments, who listens, figures, argues and finally writes his name where it will do him and the salesman the most good.

There is a science of salesmanship. Part of this science is the knowing how to handle men, to turn their minds, to implant confidence, to secure conviction. This part is known as the psychology of salesmanship.

The other part of the science wears no name hard to spell. It consists in knowing that success comes only to those salesmen who never tire, never grow discouraged, who recognize and face the fact that every man they call on can not be the man they seek, but keep on calling until they find that one. As the prospecting miner has his bad days, so has the specialty salesman. The successful ones in both pursuits realize the fact that an El Dorado is not to be found every day.

And when the miner has worked over all his claim does he abandon it? Sometimes, yes. A few days later there rides down the valley another prospector who sees evidences of gold. He unstraps the packs and buckles to work. The ore overlooked by the first is his reward. But it comes only by dint of hard digging, turning much earth, rocking of many pangs of dirt.

When the specialty salesman has once worked over his whole territory does he abandon it? Sometimes, yes! In the case of the successful man, no! He keeps calling and calling, cultivating the sterile minds with arguments that will some day bear fruit. And the more often he calls the sooner will his wage of orders be paid him.

There is never an end to the productiveness of a salesman's territory. So long as men are born and die, so long as businesses are begun, some to prosper, others to fail, so long is there profit in any territory for the specialty salesman.

In the state of Ohio was a territory some men had called "rotten". A salesman could

not live in it, it was said. Nevertheless one of the do or die clan ran across it, lived in it, fought the competition there and in 1910 held no mean rank among the high rollers.

The sooner we recognize the fact that specialty salesmanship requires the use of the faculty known as sticktoitiveness, the sooner we shall profit from the field of activity assigned us, be it worked once or a hundred times.

And then will the start be made toward the laying up of the nest egg; the building of the bulwark that is to shelter us against the time when, with tottering steps and silvered hair we can no longer prospect in the fields of men.

## Commercial Education in England

By CONSUL GENERAL JOHN L. GRIFFITHS

**M**ORE than twenty years ago the London Chamber of Commerce instituted an inquiry and ascertained that more than 40 per cent of the clerks in London city offices were foreigners, and that the reasons assigned for their employment were that they were better qualified educationally than the English applicants for the same positions, that they possessed, in addition to a better general education, a more complete knowledge of continental languages, and that these facts made them specially valuable in conducting trade with the Continent and with foreign countries generally. It was further ascertained that the foreigners were willing to work longer hours and at a smaller salary than their English competitors.

The chamber determined to do what it could to correct this condition of things, and proceeded to elevate the standard of education through examinations and through the offering of scholarships and prizes. Special attention has been paid to the teaching of commercial subjects, and to the establishment of a standard of proficiency that would furnish satisfactory evidence to employers that Englishmen applying for positions were as well qualified as the foreign clerks they had employed. In the last twenty years more than 65,000 students have taken these examinations, and more than 34,000 were successful.

When the Chamber of Commerce undertook this great work, with the exception of a few preparatory schools, there was no commercial education of any technical value in the United Kingdom, while today it is said that, through the influence of the chamber, the education authorities for London and throughout the empire have become deeply interested in the matter of providing an education of such a practical character as will really be a commercial asset to a young man when his school days are over, and numbers of education authorities in the English colonies are recognizing and encouraging in many ways the teaching of commercial subjects in evening schools and technical institutions.

The English universities are giving more and more attention to this important matter of higher commercial education. This is one of the most distinctive features of the work of the great chain of northern universities at Liverpool, Manchester, Birmingham, Sheffield, Leeds and Bristol, where the students can prepare themselves in the broadest sense for a commercial life. In several of these institutions special attention is paid to the study of modern languages, and students are sent to various countries, not only for the purpose of language study, but that they may acquaint themselves with the commercial customs and usages of said countries.



*Extracts from the Actual Correspondence between the Sales Manager of the George F. Eberhard Company, San Francisco, and a Live Organization of Business Builders*

## How Can We Increase Our Business?

*From a General Letter to the Sales Force*

**B**OTH of us are interested in developing the same organization" and we both want to know—how.

Figuratively speaking, it's all on the same ranch, even though you are out plowing in the field and I'm helping care for the hay and seed with which to feed the stock and plant the field.

Here are two questions—*yours and mine*—to answer:

First, *what further can we do to build the business or to improve our "service"*—a better way of expending some of our effort and money?

Second, *what further can we do to increase the sales and earnings in your territory, serve our present trade, secure new trade and retain their business?*

I want your answers to justify your experience, study and work; also I want to feed my mind with new ideas and light.

To accomplish something tangible I request you to *ask the questions every day during the month, of yourself.*

Assign fifteen minutes each *morning*, when your mind is clear and refreshed, to the questions and think of a reasonable answer. Then pass the best answers—one by one—to me.

*Don't hesitate at any suggestions, any change, any innovation—small or large—if it looks feasible after you have analyzed and figured the result. Send it to me.*

The envelopes should contain only your ideas as they are worked out from day to day—addressed to me at San Francisco.

Mark "Personal, please forward," for I will be on the road and intend to study the questions—also *your answers* as they reach me.

While business is not at its best now, there is more that we can take care of, so go after more of it.

*Use your imagination.* Do more than just stir the dust on the beaten path. Anyone can make good in good times, but to *get your share when business is slow* means *you're fit to get the other fellow's share* when the improved business period arrives.

*We must be ready* to move ahead, all improvements made and plans prepared in advance. We have an immense start (each one of us), the result of some years of successful effort. Think what the fellow who starts now will have to do.

If you have any "pet" ideas *now's the time* to send them to me. Repeating the old ones will do no harm if they still appeal to you.

Appreciation will be expressed in your own development of useful brain area, our frank congratulations and some dollars for the good "stuph," and even for that which I can not use.

Write it on your heart that every day is the best day in the year. No man has learned anything rightly until he knows that every day is doomsday.—*Emerson.*

You must help your fellow-men; but the only way you can help them is by being the noblest and the best man that it is possible for you to be.—*Phillips Brooks.*

**WE CRAVE** freedom, but freedom is never an end in itself; it is a means to be used for further aims. Its value lies in the extent to which it can assist in the development of life.

¶ To possess freedom with no life for which to use it is the bitterest farce.

¶ One of the saddest situations in human experience comes when, having previously desired freedom, we discover that we have attained it just when the objects to which we had hoped to dedicate it are irrevocably lost.

¶ Life never means complete freedom, and every action and relation is an added bond.

¶ Life is to be attained, not through a non-moral freedom of caprice, but through a gladwelcoming and loyal fulfillment of every bond and obligation which comes in the daily path of life.

EDWARD HOWARD GRIGGS

# On the Trail of the Ad

By MORTON MAYNE

THE firm's advertising wasn't paying. And there was deep toned melancholy in the front office.

I really didn't blame the big fellows in there for feeling blue.

They had appropriated a large sum of money for the year's publicity.

An agency with a reputation for making a success of its campaigns had planned the investment.

A thorough analysis had been made, covering production, finances, sales, markets, prices, credits, competition, and all other factors in the success of the enterprise.

Copy-writers, designers, artists, composers, and engravers of the kind the firm used came high, but they knew it would pay to have them.

Space was wisely filled and paid for in the best newspapers and magazines, in streets cars, and on bill boards.

The article all this was intended to sell was generally useful and of excellent quality.

At first, inquiries had been many, sales numerous, and smiles in the front office as thick as butterflies in a rose garden.

And then had come that hollow, painful vacuum in the place where orders ought to have been. The barometric pressure in the front office had been rapidly dropping ever since.

## Hunting the Leak

At first, the Big Fellows who paid the bills thought that the slump was only momentary. But it seemed to show signs of growth and permanence.

Then they called in the agency people and had a stormy session with them.

But the experts only said that they had done the best they could—that their plan of campaign surely ought to win, and pointed out the undeniable fact that the advertising had paid at first.

"Why don't you analyze your returns," they suggested, "and see where the falling off is happening?"

So several days were spent shuffling cards from the files and checking up territory.

When it was all over, the man with the bulging forehead announced, sadly, that the

falling off was in the ranks of the "repeaters." Orders from new customers were coming in pretty well, but, having bought once or twice, few of them came back for more.

That was serious.

The goods simply couldn't be unsatisfactory.

And no competitor was cutting prices, so far as the sales manager knew.

"Then the trouble must be with our service," said the Old Man. "Hunt around and find out what it is."

But the goods were being shipped, in splendid shape, the day the orders were received, complaints had prompt and courteous attention, all correspondence was answered quickly, and accounts and collections were handled by a man of much successful experience.

Not a loophole in the service of the institution could the sleuths find.

Nor did the correspondence files help them any.

Customers were not complaining. They were simply buying that kind of goods elsewhere.

Well, you can imagine the gloom in that front office.

## Sherlock Goes on the Trail

Then the Old Man said, "There is one thing left for us to do. Let's send a man out on the trail of our advertising, to talk with those who have bought our goods, and gimlet out of them why they don't buy any more."

And so it was done.

The envoy was suave, diplomatic, and a good judge of human nature.

But he found it rather hard digging to get at the root of the matter.

The dealers he called upon gave him plenty of polite conversation—when they had time to talk to him at all—but were vague as to why they were not buying from the house any longer.

Finally he succeeded in finding a man that was outspoken and definite about it. And, from the knowledge gained, he

made a great many of the others admit the same complaint.

What do you suppose had been the trouble?

In every package of the goods sent out by the firm was enclosed a little leaflet of instructions and suggestions to the dealer for the display and sale of the commodity. These were so explicit as to minor details, and so patronizing in general tone, that they gave offense. "They seemed an insult to my intelligence," was the way the outspoken individual put it. "I didn't like to say anything about it, naturally, and yet I did not enjoy it. Your competitor's goods and services averaged up pretty well with yours, so I gave him the preference."

Investigation showed that the offending document had been prepared by a well-intentioned but stiff-minded functionary in the production department, and not carefully revised.

It was like the old poem you and I used to chant out of our third readers: "For the lack of a horseshoe nail, the kingdom was lost."

#### Some Other "Mysterious Disappearances"

Yes, it was a little thing, as you say, but I have known many a beautiful advertising and sales plan to go wrong because of some "little thing" that had nothing whatever to do with the campaign itself.

There is the case cited by "Boulder" in a recent number of *Judicious Advertising*. It is a good deal like the tragedy I have just outlined to you.

The advertising was good, the follow-up was good, the plan was good, the goods were high quality, and the service was excellent—and yet the advertising did not pay. Investigation at the office and factory failed to expose the weak link in the chain.

Then the house sent "Boulder" out to investigate. He found that the trouble lay in the tactlessness of the man who handled the correspondence in the complaint department. When that was corrected, business picked up and the advertising appropriation justified itself.

In another case, related by the same writer, a sixty-five per cent increase in the advertising appropriation had failed to produce more than twenty-two per cent increase in business.

The situation was a big and costly puzzle. And no ordinary key would unlock it.

"Boulder" went out again and found that the advertising matter sent to the dealers themselves was not adapted to them—was not written in form and substance so that it would appeal to men of their training, intelligence, and point of view. In other words, the copy writers of tons of expensive advertising literature, supposed to be writing to the dealers, had no conception of the men they were addressing, or of the conditions surrounding them.

Millions of dollars' worth of good advertising goes to waste because of poor service in the shipping department. A twelve-dollar-a-week shipping clerk can kill more business in a month than a hundred-dollar-a-week copy writer can drum up in a year.

#### Instruction Plus Drill

And mark you this:

The shipping clerk is not altogether to blame.

If he had the intelligence and initiative to run that shipping department without an error, he wouldn't be working at twelve dollars a week.

It is the business of the five-thousand-dollar-a-year executive to see that the shipping clerk does not make costly errors.

There was the case of Bolton.

Bolton was a big, iron-muscled and steel-thewed youngster from a Canadian farm—just come of age.

He went to Chicago to hunt for a job. Being big and strong, he was eagerly hired by Sorby, general manager of the Holbroke Hardware company. Sorby put him in as shipping clerk and told him what to do and how to do it.

Then Sorby went back to his office and spent a half day with his advertising manager closing up a deal for twenty-five thousand dollars worth of Class A advertising, while the young Canadian packed hardware, marked boxes, and made out freight bills.

It wasn't long before the advertising was in the journals.

Nor was it very long before the general manager's mail was swollen with complaints from customers.

Some consignments were short, some were long, some were both short and long,

some did not come at all, and some came to people who had not ordered them.

Bolton was fired, without a "character" to help him get a new job.

But economic determinism or some such biological imperative compelled him to get one anyhow.

And so it came that Morton, who knew character analysis, and could see that Bolton wasn't as black as he had been painted by Sorby, hired him. And hired him as shipping clerk, too. The nerve of him!

Morton took Bolton to the shipping room, showed him what to do and how to do it. But he didn't go back to his office that same afternoon and spend the price of a June bride's trousseau on advertising. Instead, he stayed with Bolton and *drilled* him in what to do and how to do it—and do it right,—drilled the youngster until he could do it right as a matter of habit.

Then Morton went and paid out his money for advertising, knowing that every link in his chain was as strong as it could be made.

Lest you famish with unsatisfied curiosity about Bolton, I'll end the suspense and tell you that he made good and is sales manager of Morton's company today.

That part of my story is admittedly dragged in by the heels just to remind you that it doesn't pay to "hire and fire" in building up an efficient organization.

Intelligent and scientific educational training is the only safe method.

But let us trail the ad a little further.

What I am after is to show you how an advertising appropriation can be wasted in other ways than poor copy, inartistic set up and illustrations, badly chosen media, and ineffective follow-up.

By this time you see the drift of my argument.

The trouble may be in any one of a hundred points of contact between the advertiser and the prospective or actual purchasers.

Much of the perfectly good coin of the realm is wasted in advertising, especially in retail stores, because of poor salesmanship on the part of those who meet the people the advertising brings to the counters. The same melancholy thing frequently happens in wholesale, specialty, and promotion work.

A weak credit department, an inefficient collection service, careless or badly systematized accounting, and slovenly stationery and typewriting often sap the business building power of publicity.

In fact there is no cog in the great machine of business, human or inanimate, that may not, through poor quality or maladjustment, throw the whole profit-making mechanism out of gear and dissipate the energy of the advertising funds.

IF instead of a gem or even a flower,  
we could cast the gift of a lovely  
thought into the heart of a friend,  
that would be giving as the angels give

*George McDonald*



# Putting on Power in Salesmanship

By MILTON BEJACH

*Three Dynamic Thoughts from the Assistant Advertising Manager of the McCaskey Register Company*

## Denatured Salesmanship

**A**NYTHING that is denatured is weakened. For instance, denatured alcohol! It is spirits, but unable only for base purposes.

Then we also have denatured salesmanship. It is salesmanship of a kind, but what a kind! It will make some sales, on the principle that a blind hen will sometimes find a pearl, but it will not get very far.

Real salesmanship is the high pressure kind, not denatured, but full of vim, vigor, belief in the proposition and determination to stick till the cows come home and ice forms at noon on the desert of Sahara. We know a lot of salesmen of this kind.

One in particular comes to mind.

A year and a half ago the salesman I speak of was regarded as one of the weak sisters. His brand of salesmanship was of the denatured kind. He'd sell something once in a while. It made no particular difference to him—then. He got along, worried along, earned just enough to pay his hotel, laundry and bar bills. And the last, his bar bills, were not the least.

Then something happened. I have not yet been able to figure out just what it was. Maybe he got an inspiration from some source, one never can tell where they come from. It may have been given him by some member of his family or business family.

Anyway, his sales picked up. And they stuck. The collection department had little faith in the new business he sent in, but somehow or other he had learned the art of getting good business, installing properly, and making satisfied users.

We know now that the trouble with this salesman was that he did not know when or how to apply high pressure. We have not yet learned how or where he learned the reason for his previous failure.

I saw him a few days ago.

This man could not be driven away from his work with a club. Business success or business failure makes all the difference in the world in the way a man looks at life.

A year ago to this man everything was tinged with indigo. Today he sees through rose-colored glasses.

Let's all put on more steam and make use of high pressure salesmanship.

## The Kosmic Kilowatt

I might as well say it here, in the beginning, that the title for this is borrowed. I'm not above borrowing when I can see a use for that which I borrow.

That brings me down to the point. The Kosmic Kilowatt is the latest wrinkle in the Do It Now school, the Look Every Man in the Eye cult, and even the Simplified Spelling Board may claim kinship.

By this time we are all pretty well acquainted with the things electricity can do. We have some dim recollections of having heard talk of kilowatts, amperes and voltage. These are names of things electrical. What they mean and stand for is beyond me.

A kilowatt is a certain measure of power. Now we're getting to it! A Kosmic Kilowatt is a certain measure of power in man. Every man has some power, but in some of us it does not reach to the proportions of a kilowatt.

All the good character readers say that a man is either electric or magnetic. Sheldon preaches this, too. Whether anything magnetic but man may acquire this power is a subject for electrical engineers. We are here concerned only with men.

The more power you and I possess, the more capable we are of producing power. The more power we possess, the easier it is for us to bend men and events our way. The man with the kosmic kilowatt is the man who can, if he wishes it, sway men his way. He may be a statesman, lawyer, writer, philosopher or salesman. In any of these stations he will stand above his fellows.

And a queer thing about the kosmic kilowatt! None of us knows whether or not we possess it until we try to use it.

Another queer thing about it is that in trying to use it we acquire it.

There can be only one lesson from this. In the words of Aristotle, "Get Wise."

#### The Law of Compensation

Ever since the world cooled off and became a solid, instead of a liquid or gas, as scientists tell us, the law of compensation has been at work. For good and evil done, man has been paid. And will be paid.

Some of us say that no man does anything for another without some motive of gain actuating him. Some of us like to think there is such a thing as altruism in this world. And if you ask my opinion, you may write me down as one of those who think there is.

Everything done is paid for, in one way or another. You may do a man a favor, without thought of gain, without hope or expectation of reward, but you will be rewarded. You could not run away from the payment if you tried. Your gain will not be in coin, fine cloth or anything material, it will be intangible; undiscernible, perhaps unfelt.

But many things well done without thought of reward will make you better and stronger.

There's another side to this law of compensation. Nature is the arbiter. Most of us start in life without hand'cap. If we knew just how to take care of our minds and bodies, we might live as long as we wished. We haven't learned all of the laws of nature, even though we have conquered all of the elements. Every time you violate a natural law you will pay for it. You may not miss the payment, may never know that it is made, but pay for it you will. Nature collects without discriminating.

It is accepted that the more one thinks the stronger mentally will he become. It is also definitely settled that as a man thinks, so will he grow.

Think bitter thoughts, hatred, revenge, lust, so will you grow in the shape of your thoughts. Fill your mind with purity, so will you grow purely.

Think only of business and money making and you will grow hard and avaricious.

There is a happy medium.

Nature compensates, and richly, the man who knows what thoughts to feed upon.

A man can be what he wills to be, through the operation of the law of compensation.

Feed sufficiently upon business, dwell mentally enough on social affairs, give a part of your mind to your home life and a goodly share to your God, and you will be well rounded and complete.

And Nature will write you down as one of those who knew how to take advantage of her chiefest law.

#### Culture Unsuspected

By David Gibson

EMERSON said that we find beauty when we are not looking for it—or words to that effect.

We find culture when we are not looking for it.

Anyone whose occupation is one of repetition and requiring great concentration, usually becomes irritable and radical in his thoughts.

When a man is radical in his thought he is radical in his action.

Thought precedes action.

Cigar manufacturers provide men on raised platforms to read to their workers.

Now some months ago a Cleveland garment manufacturer accepted a suggestion in this magazine and purchased several large phonographs and installed them in his work rooms for providing a modifying influence to the radical tendency of mind produced in his workers by the character of their work.

The selection of the records was largely the low comedy of vaudeville acts, maudlin sentimental songs, rag-time melodies and a smattering of the so-called classics and grand opera numbers of well known singers.

A few days ago a vote was taken on the elimination of certain old numbers and selection of certain new numbers.

To the utter amazement of the management the garment workers turned down everything save the grand opera numbers and the so-called classics in musical literature.

This, then, is a proof of a well-trained mind, to delight in what is good, and to be annoyed at the opposite.—*Cicero*.

# Give the Right Man Time to Plan

By E. N. FERDON

**T**HERE is, undoubtedly, more hurry, worry and waste caused by failure to look ahead than for any other reason.

Sometimes the reason for this lack of foresight is pure laziness, more often pure forgetfulness, quite often the fact that one is kept so close to the grindstone that there is no time or chance left to plan ahead for the grinding.

The man with his nose to the grindstone fails to notice that water is getting low in the dripping can until suddenly the surface of the stone goes dry. Then it's necessary to send for another can full of water that should have been ready long ago—and so time is wasted, water is wasted in the hurry to get it, and the man at the grindstone fumes, frets and worries because of the delay.

It is good to have a man at the grindstone all the time if that is his work; but the man who is supposed to plan ahead can't do so with his nose to the grindstone.

## **E A Unique Suggestion for Efficiency**

The manager of an important department in a manufacturing concern said to me the other day: "While it might seem rather iconoclastic to say so, and against all traditions, it sometimes seems to me that if a concern employed one capable man to aid each department head, and that man was paid a good sized salary, just to give the head time to do nothing, it would pay in the end. Of course, the assistant would have to be so good that he could take about everything off the department head's hands—except the planning and scheming.

"I don't mean by that, that the department head is to be given an easy berth, where he can loaf at will—but most department heads, who are the only ones intimately enough acquainted with their end of the business to do the planning how to save, to utilize, to acquire to the best advantage, never have the leisure time to devote to the planning."

It is doubtful, perhaps, whether this idea would work out successfully in all cases.

In many cases the truth might eventually come out that the head of the department was never meant to do much else but keep his nose to the grindstone, while his assistant was the man for the planning.

That fact is that many men who complain of grindstone methods never do anything when the grindstone isn't working: Lots of work keeps them going, because they can see what they have to do; the lack of it sets them to dreaming, because they have nothing tangible on which to concentrate their thoughts, and they are powerless to invent something.

## **The Employer's Problem**

In that case, it comes down to the employer—who, if he be a good employer, has learned to read men pretty well—to pick out those who are able to plan and see that they have the time to do it, and let those who are better at running the grindstone continue to run it. But once an employer has proved to his satisfaction that any man in a responsible position in his business would be doing more service to the business if he could devote all his time to planning, then the shortest sighted policy he could pursue would be to leave that man at the grindstone, even if the cost of taking him away were large in his eyes.

Those businesses that always go forward are the ones that have a corps of thinkers and planners ahead who blaze the way that is followed, who don't stop to clear the way, merely to indicate it.

In the Russo-Japanese war, when the soldiers of Nippon were advancing in Manchuria, they sent, ahead of the army, chemists who analyzed all drinking water and marked the spot "pure" or "impure." They might have been used in building bridges in the rear—but they weren't—and their services ahead saved, without the slightest doubt, thousands of lives valuable to the empire.

The things at hand must be done—but, if there is someone to do the things ahead as well, all things will be done better, more economically and produce greater results.

# Some Unsuspected Profits

By E. N. FERDON

**M**ANY a business makes more profit by saving than selling.

For instance: It is by no means an uncommon occurrence for a merchant or manufacturer to discover that, while he is doing twice as much business as some similar concern elsewhere, his profit sheet shows scarcely any advance over that of the other concern, often no advance at all, and sometimes an actual loss.

Now, there are plenty of ways of accounting for this, as inefficiency, incompetence, and the like; and this is, of course, often true. But it may be the merchant or manufacturer is fully as well able to run his business, and the body of his co-workers fully as efficient—and yet, the same difference in profits is just as manifest. The head of the concern is on the job as well as ever, though, of course, he has thrown many of the lesser responsibilities onto the shoulders of his subordinates, and he can't make himself believe that he doesn't know as much about running a business as Jones. In fact, it may very well happen that he and Jones started business at the same time, and Jones has been outstripped 100 per cent in point of yearly volume of business arrived at.

And then perhaps it occurs to our business man to hark back to the time, a few years ago, when his volume of business was the same as Jones' is today, and he discovers that his profits at that time were about the same as Jones' profits today. In other words, while his business has been increasing rapidly, his profits have failed to show the same ratio of advance.

## Easy Profits in Plugging Up Leaks

Of course, he has known this right along, but it never bothered him greatly, because he put it down to the fact that a larger business must be run at a smaller ratio of profit to business done.

The assumption is correct to a certain extent—but why should it so often happen that a large business brings returns so very, very far out of proportion to a much smaller business in the same field?

And the answer is: Many a business makes more profit by saving than selling.

As a business grows, overhead charges grow, and their proportion to the whole expense is apt to increase faster than the proportion of net profit to business done. But this is to be expected, as officers' salaries and those of office or general employees will be gradually increased. What needs looking after is the unwarranted increase of this proportion—an increase that will fail to stand a logical analysis.

Unwarranted expense is what causes the profits of the big business to show so little advance over those of the little business—and, other things being equal, unwarranted expense is due to waste.

The smaller the business, the easier to avoid waste. While the "boss" bosses everything—while he even distributes the pencils to write the orders—there's a minimum of waste, you can be sure. But the minute he turns the box of pencils over to someone else two pencils are going to be used where one was before.

It is the same all up and down the line. The more divided becomes the business—into departments and sub-departments, heads, assistants and chief clerks—the more chance there is for general expense to go up by leaps and bounds.

The small but successful business isn't making more money than its larger rival—it's actually making less, or should be, for the big concern can buy cheaper in large quantities. The small fellow is saving money—because the leaks are in sight and get plugged up before they waste too much.

The big business has a hundred leaks where the little business has ten.

## When to Begin Vigilance

The question of saving is a vital one with the big business of today, and is receiving more attention constantly. It ought to. It is worth the cost of a very high priced man merely to save a small per cent of the yearly leakage of a large concern.

But a stitch in time saves nine. The time to guard against such leakage is during the days of a business' growth. Don't

think because your small business of today is growing fast and showed a handsome percentage of profit last year, that it can't help making money, and will always show just as great a proportion of profit.

Many a man has wondered at the size of his wealth twenty years hence, figuring his present capital at ten per cent compounded annually—and then lost the capital in his wild pursuit after the wealth.

The small but growing business will never again have as good a chance to prepare against future waste as it has today, while it is small.

Watch your waste now; if necessary, hire

someone to do nothing else but watch your waste and plug the leaks.

There won't be half the likelihood, then, that you'll be wondering, ten years hence, why Jones, with a small business, is getting as rich as you with a big one.

I am in earnest. I will not equivocate. I will not excuse. I will not retreat a single inch; and I will be heard.—*Garrison*.

There is a great deal more to be got out of things than is generally got out of them, whether the thing be a chapter of the Bible or a yellow turnip.—*MacDonald*.

## Excesses and Their Effects

By ALBERT F. PAULI

REVIEWING current offerings of the stage, Archie Bell, dramatic critic, has this to say: "Who is responsible for this veritable wave of crime in the theater? I believe the audiences—for, with few exceptions, it has been apparent to me that authors keep their ears close to the ground and catch each vibration of the public heart!"

Multiply these audiences to a sum equal to humanity, interweave racial traits and conflicting systems of worship, complicate motives, aspirations and environment—there you have life as it is. It involves a greatly augmented assembly of people, with a never ending, ever varying entanglement of joy and sorrow, good and evil, fortune and tragedy. That is all.

Theater folks get what they want. And so it is in life—we get just what we want, meaning, of course, the personal, elective occasions. And we seem to want excesses, want to go to extremes.

A French actress comes to Broadway with a new dance. A new dance? Well, what of it? If this was all, there would be nothing further to say. But it isn't. The news sheets immediately donate large spaces for racy gossip about the foreigner, for the novelty of her act consists in a demonstration of an interesting fact—she tells crowded houses, in a series of movements, that her stage costumes hit oblivion

somewhere between Havre and Sandy Hook. A success? Need you ask?

Eat too much of a given food—what was once relished becomes distasteful—excess indulgence to the palate, an abuse to the stomach, the mind receiving a permanent thought picture ever present with that food. The food is all right, nor is the stomach out of order—the fault lies in carnal control, indiscretion. License appetite as a chaperon, soon evidence will accumulate proving a rapid downward trend in health, judgment and character.

In the courting days enough osculatory germs were distributed to cause a world-wide plague—if kissing can promote such a thing, which I can't believe, in view of my own experience. Hear me confess! What I started out to say is this: I have seen so much public spooning by married couples that I am firstly, lastly and finally weaned of all desire to do likewise. Given two endeared, and these two alone—how futile is language to tell. Such moments are not spoken; they are felt. With just two pairs of eyes concerned, and these not then given to see, as much as they feel—count me in until my pulse is gone.

But, when some one else is the lucky dog, and you are invited to see too much of the thing—ugh! A virtue defiled—a little more of a good thing gone wrong through indiscretion and excess.

Have in mind another fellow who has been wandering among the religious teachers of other times, and, incidentally, through several modern churches. The hope was to keep convictions and still have the benefit of social intercourse with other men, who, in their own particular ways, were seeking after God. But—no; he either had to believe as they do or else efface himself. He did the latter. Using cheerful legs, he is running quite merrily from a varied assortment of superstitions and formalism.

It is a lonely job, sometimes, being what our monitors, in different directions, command us to be. There's a cost—ostracism is a stab—but think of the satisfaction! These are worth all they may cost, anywhere, always.

You will find more excesses here, if earnestly viewed. Behold the many Pharisees, quacks—wishbones for backbones, cant for religion, filled with pretended sincerity, advertised benevolence and snobbery. Too strong? Look around carefully. Perhaps you have—then you know.

Excesses feature certain forms of so-called success. These be damned, inviting, as they do (a condition precedent almost), abnormal, impotent progeny.

Among the advanced Western countries this nation bears, far, the largest proportion of deformed, imbecile children.

Go into the schools and one will find there the offsprings of aliens carrying off class honors, more apt in their studies—many of them—than our own boys and girls. In the far-flung phrase of the Battle Creek food specialist, "there's a reason." They seem to come from more vigorous parentage. We may despise their standards of living, but the children are here to speak for themselves. Don't they seem to bring a message? May it not be that these emigrant neighbors, of simple homes and frugal habits, live nearer to the truth of things?

In the mad excesses—the frenzy for wealth, the insatiate hunger for place and power, the emphasized envies and fears—that fearful faculty of yearning and trying to be someone other than ourselves—we are impoverishing the health and future of those we love above all else—our own children, who will one day have the world's work to do. Is this fair? Men are prone

to believe they are abetting such a prophecy. If they would "ask Bill," as Hancock writes in November BACKBONE, and take to heart the findings of certain steps in his career, bundles of vanity and much of this wealth would be repudiated.

A man is fallen and unnatural who is not impelled by some kind of ambition. But, when ambitions, instead of bettering and building, tear down and destroy all that life, at best, holds out to him, it is plain he is going wrong. And wrongs need to be righted—righted here and now.

Half the trouble has come, and is due, to too much precept and preaching. We shun the highest virtues, because so much is said about them which we do not believe—and then it is that men become pace-makers to the passions, intensely physical.

Puritanical ideals, shouted at hordes of unbelievers, have chased multitudes of men to Sodom, materialism, king, impulse, law.

I can live only my own life; you can live only yours. If business hours conspire to do things your social hours meet with misgivings and regret—you alone are the victim; not any other.

Get this right. One can only injure self; and here lies our supreme concern. So it behooves each one to live square to the law—natural law, including the revelations of the spirit, plus the economic law—too manly to forsake character for the common pretensions, too glad with life to sour it with excesses; just a natural man, because these things seem to answer a universal law. Out of them comes all the hope and value of the sojourn here—all convictions, all honor, all achievement, all humanity.

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To know how to grow old is the master-work of wisdom, and one of the most difficult chapters in the great art of living.—*Henri Frederic Amiel.*

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One has only to know the twenty-six letters of the alphabet in order to learn everything else that one wishes.—*Duke of Argyll.*

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The crowning fortune of a man is to be born with a bias to some pursuit, which finds him in employment and happiness.—*Emerson.*



## The PHILOSOPHER AMONG HIS BOOKS

*Thus one may dissipate in the most beautiful things, in art in music, poetry, love religion. Wherever emotional stimulation is received without finding expression in action, an inner ferment results that leaves the last state of the man worse than the first. One may shed so many tears over the imaginary characters of novels that one's eyes are dry towards the people who starve, physically or spiritually, in the next street. One may see so constantly imaginary characters on the stage, without ever making the connection between the symbol and the real life the drama symbolizes and interprets, that one loses sympathy for the same sufferings in the actual world. Wherever the beauty of the arts is sought as a mere selfish indulgence and the stimulus of it finds no expression in bettered action, the result is a very refined but most positive deterioration in moral character.—Edward Howard Griggs.*

THE USE OF THE MARGIN. ART OF LIFE SERIES.

By Edward Howard Griggs. With an Introduction to the Series. B. W. Huebsch, New York. Fifty cents, net.

Last winter I heard part of a series of lectures by Edward Howard Griggs. I was deeply impressed by the rare and fine personality of the man. From a friend, I learned a little of his interesting life and work. I hope soon to have a brief biography of him from the pen of a brilliant writer in *THE BUSINESS PHILOSOPHER*. Enough for me to say here that he is peculiarly fitted to write on the fine art of living because he has practiced it. Another thing that I carried away with me from that series of lectures was a sense of the singular breadth, sanity, wholesomeness and sweetness of Professor Griggs' point of view. And so it was that I determined to do the best I could to introduce him and his philosophy and art to the readers of *THE BUSINESS PHILOSOPHER* in the most effective way possible.

The little book that I am here reviewing is the first of a series on the art of life. In his introduction, the author says:

"Of all problems, those of human living are most absorbingly interesting just because they never reach a final solution. In all our living there is an unavoidable element of experiment.

If we wait until we know how to live before we begin, we never begin. If we do not make friends until we know all the laws of friendship and all the subtle adjustments of one personality to another, we die friendless. If we do not choose a vocation until we know all the laws determining the active expression of our capacities in some avenue of work, we fail to find our call.

"Thus it is necessary to dare something courageously in all actively growing human life. The most we can hope for is light for the next step; and then we must take it bravely, trusting that, if we do, the light will still be one step in advance.

"This element of experiment in all human living means that life can never be reduced to exact science, but will always belong in the field of art. \* \* \* Science, moreover, can be taught, but art must be learned in practice. \* \* \*

"May we not add that the highest and most universal fine art, gathering up all the others under itself and giving them place and meaning, is the art of living? The most glorious picture ever painted is in the color of life, on the background of time and nature, in the shape of a good deed. The most wonderful of songs, beyond all that ever came from brain of poet or lips of singer, is made up of melodious days in the sweet harmony of a beautiful lifetime.

"The aim of this series of brief books is to illuminate this never-to-be-finished art of living. There is no thought of solving the problems or giving dogmatic theories of conduct. Rather, the purpose is to bring together in brief form the thoughts of some wise minds and the insight and appreciation of some deep characters, trained in the actual world of experience, but attaining a vision of life in clear and wide perspective. Such books should act as a challenge to the reader's own mind, bringing him to a clearer recognition of the problems of his life and the laws governing them, deepening his insight into the wonder and meaning of life and developing an attitude of appreciation that may make possible the wise and earnest facing of the deeps, dark or beautiful, in the life of the personal spirit."

I have quoted thus at length from the introduction to give you a little taste of the simplicity and clarity of the author's style, as well as an insight into the calm, broad reasonableness of his point of view.



In the book itself, Professor Griggs calls attention first to the truth that has been reiterated in the pages, that education may be made to extend all through life, from before birth until the limit of life itself. When growth and development cease, says the author, "life is really at an end, even if physical existence continue for a time."

Education, in its limited sense, means the initiation of the child into some part of the gathered-up experience of the race. But, in a broader sense, it means "the whole development of character, intelligence, appreciation and power that comes through human living." In this life-process of education, we have two schoolmasters, Love and Work. And all human beings have access to their tuition. That some individuals get so much more out of their education than others is due principally to the difference in the use of the margin of time and energy left over from the activities necessary to pay the running expenses of existence. A little increase in quality of manhood multiplies many times the result finally achieved.

Now, while we are circumscribed and limited by employers and public demand in the use of the time necessary for the earning of our living, we are almost absolutely free to choose how we shall use the margin of time and energy left. And that is why the use of the margin so wonderfully tests character. We know a man best by what he does when he is free to do exactly as he likes.

And the use of the margin is the one great opportunity to change the quality of our lives. And we all interpret life by its quality rather than by its quantity.

A most consoling and encouraging law of human development is that new thoughts, ideas, powers and experiences are not merely added to the old, but that they are multiplied into them. "One step up the mountain widens the horizon in all directions." Hence the value and sacredness of the margins.

The best part of the margin should be spent in play—"each moment should count to the full for life." Play, as Aristotle pointed out, is the one perfect form of human action. "Work is compelled action, play is free, spontaneous action." But the play should not be merely diversion or distraction. It should be, instead, recreation, or the creation anew of the forces of mind and body through their normal expression.

Now, one can not play well unless he has worked well. The most miserable people in the world are those who have never done anything they did not like to do, "and so end by going over the face of the earth vainly seeking to escape the shadow of their own disgust."

Professor Griggs then has a few trenchant things to say about the bugaboo of "overwork." "What really harms," he says, "is not work, but work mixed up with insane physical habits or work with worry. Worry is always one of two things: It is idiocy or insanity. You may take your choice, there is no third. Worry depresses the physical vitality, destroys courage, dims the vision of the ideal, weakens the will,

stands in the way of realizing anything worth while; and the human being who hopes to accomplish something will get worry under his feet at the earliest possible moment."

Then comes the revealing of the great open secrets of wonderful accomplishment in work. Everyone knows what these are—the trouble is that only a very few apply them. The first of these is concentration, the second, the power to find rest and recreation in a change of employment without wasteful friction.

Between man and his accomplishment there often comes a third element—dissipation. By this the author means not only insane physical habits, but all forms of purposeless and ineffective thinking, feeling, reading and action. He refers especially to excessive newspaper reading, the reading of cheap magazines, the attendance upon popular lectures without thinking or acting upon what is there learned and felt, likewise music, art, poetry, love and religion.

The writer then shows the value of having one definite intellectual interest to pursue through the years, even if one can spend but a few minutes a day upon it. Even fifteen minutes a day upon this study will, in years, make a man master of it, and will largely influence the rest of his life.

Solitude and meditation, friendship, a love for and communion with nature, the cultivation of an appreciation of the best in human art are other profitable uses of the margin in the fine art of living.

The author writes interestingly and with a wealth of illustration drawn from life and from the works of the masters. He has a delicate and charming sense of humor, which flashes out unexpectedly here and there, and his common sense is of the uncommon kind.

A SIMPLE EXPLANATION OF MODERN BANKING CUSTOMS—By *Humphrey Robinson*. Edited from a Legal Standpoint by *W. Overton Harris*. Small, Maynard & Company, Boston.

Now, I am not the possessor of anything resembling a swollen fortune, yet I have been doing business with banks for a good many years—as men count years in the rapid commercial world. I have always thought that I got through with the business without friction and with considerable credit to my knowledge of banking customs. But, since reading this little book of one hundred and eleven pages, I have come to the conclusion that my airy ease has been due, not so much to my own puissance as to the tactful courtesy and kindness of the bankers with whom I have dealt. The author has pointed out to me, in simple language, the usages of banks, and has explained the good sense underlying them. Some of them I knew about before. Others—and some important ones—I did not know about. I am glad to have learned them. Perhaps you would be glad to know them, too.

Nothing befalls us that is not the nature of ourselves.—*Maeterlinck*.

# Helpful Hints for the Student of The Business Philosopher

(AUGUST, 1911 ISSUE)

1. Name three articles in this issue that contain something that can be of practical use in the business in which you are engaged.

2. Tell how you would apply these things to your business.

3. Name three articles in this issue that contain something of practical use in your own life and work.

4. Tell how you would apply these things to your own problems.

5. From which article have you received the greatest encouragement to go on de-

veloping your efficiency?

6. Which article do you think has the most practical suggestions for the development of efficiency? What are these suggestions?

7. What one thought in this issue has made the deepest impression upon your mind? Why?

8. Give three or more thoughts selected from this issue which you believe will be conducive to self-improvement, and, therefore, Efficiency Development, and which you have committed to memory.

## Specific Questions on Certain Articles

### On the Front Porch—Page 439

1. What one word expresses the theme of this talk?

2. What power is it that enables one to know the relative values of things?

3. What are the four stages of human intelligence?

4. Name three ways of gaining wisdom.

### Mastery Over Life—Page 451

1. What was Peter Lannithorne's great secret of mastery over life?

2. Do you think that a sound principle?

### Why Big Ben Wakes You Up—Page 453

1. What is the first thing an advertisement must do?

2. How does the Big Ben advertising do this?

3. What are the advantages of combining sales and advertising in one department?

### Retail Merchandising and Advertising— Page 457

1. What, according to Mr. Tully, are the functions of the publicity department of a retail store?

2. Name one waste in retail advertising mentioned by Mr. Tully. How would he stop it?

3. What are the three mediums of publicity for the retail store?

### The Questions of Socratic—Page 465

1. Is any human being really insignificant?

2. Is there any satisfaction or happiness in cherishing a grudge?

### Courage Defies Annihilation—Page 471

1. How did Judge Donovan save the money to buy his library?

2. Has anyone the right to complain of luck who does not do at least as much as did Judge Donovan to attain success?

### A Layman's Lesson in Surgery—Page 493

1. What is the "lesson" taught in this article?

### The Philosopher Among His Books— Page 496

1. What does Edward Howard Griggs mean by "The Use of the Margin"?

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**\$10 A DAY SELLING NEW ARTICLE—EVERY** firm needs quantity. Nice, pleasant business. Big demand everywhere. Samples free. Metallic Mfg. Co., 431 N. Clark, Chicago.

**REPRESENTATIVES WANTED EVERYWHERE** by large real estate firm. Spare time. No experience needed. O. S. Terrace Realty Company, 219 Laclede Bldg., St. Louis, Mo.


**A GOOD PROGRESSIVE ADVERTISING MAN** will be given a partnership in magazine advertising. No capital required. G. L. Carlson, Norfolk, Nebraska. F

**FREE—"INVESTING FOR PROFIT" MAGAZINE.** Send me your name and I will mail you this magazine absolutely free. Before you invest a dollar anywhere, get this magazine—it is worth \$10 per copy to any man who intends to invest \$5.00 or more per month. Tells you how \$1,000 can grow to \$22,000. How to judge different classes of investments, the real power of your money. This magazine six months free if you write to-day. H. L. Barber, Publisher, R 427, 20 W. Jackson Boulevard, Chicago.

**LOCAL REPRESENTATIVE WANTED—SPLEN-** did income assured right man to act as our representative after learning our business thoroughly by mail. Former experience unnecessary. All we require is honesty, ability, ambition and willingness to learn a lucrative business. No soliciting or traveling. This is an exceptional opportunity for a man in your section to get into a big paying business without capital and become independent for life. Write at once for full particulars. Address E. R. Marden, Pres. The National Co-Operative Real Estate Company, L 494 Marden Building, Washington, D. C.

**I WANT A COMMERCIAL OPPORTUNITY WITH** a reputable medical business company. Can take charge of professional work if necessary. Experienced in both branches. Address, Business, Physician, 402 People's Bank Bldg., Scranton, Pa.

**MAIL DEALERS—WRITE FOR OUR 25 BIG** Propositions. All New—No Competition. Make 95c profit on every dollar order. A few Leaders sent Free! Complete Outfit, 10c. Mail Dealers Wholesale House, 427 Franklin Bldg., Chicago.



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Over one hundred Home Study Courses under professors in Harvard, Brown, Cornell and leading colleges. Academic, and Preparatory, Agricultural, Commercial, Normal and Civil Service Departments. Preparation for College, Teachers' and Civil Service Examinations.  
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*Learn Character Reading* and you have the key to human hearts and human pocket-books. Write for particulars to  
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We sell direct, saving you \$20.00 on a canoe. All canoes cedar and copper fastened. We make all sizes and styles, also power canoes. Write for free catalog giving prices with retailer's profit cut out. We are the largest manufacturers of canoes in the world.  
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**You Are the Only Judge** of the engine and its merits. 25,000 satisfied users. Material and workmanship guaranteed for five years.

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Fewest moving parts of any practical engine on the market. Nothing complicated or liable to get out of order. Only three moving parts. Extra long plastic white bronze bearings. Vanadium steel crankshaft. Adjustable steel connecting rod. All bearing surfaces ground. French gray iron castings. Water-proof ignition system. Runs at any speed from trolling to racing.



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Demonstrator Agents wanted in every boating community. Special wholesale price on first outfit sold. Single cylinder, 2-h. p. Double cylinder, 8-20 h. p. 4-cylinder, 20-50 h. p. Thoroughly tested before shipment. Comes to you complete with boat fittings and ready to run. Write for free catalog, testimonials and details of the greatest protective guaranty ever offered. Suitable for any boat from canoe to cruiser. Also railroad track car. All sizes in stock ready to ship. Write today for our wonderful demonstrator offer. (74)  
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SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# SPECIAL OFFERS

When Holman was running "Salesmanship" he got up a great set of books, in three volumes, which he called "The 125 Brain Power Manual." *He sold it for \$9.00.* We have bound this set in one volume, and with Two Dollars added for this Magazine, it's *All yours for Three Dollars and Fifty Cents.*

*Look at  
This!*

1..."The Business Philosopher"  
2..."Salesmanship Magazine," and  
3..."The 125 Brain Power Manual"

*All for  
\$3.50*

*(The two magazines being under one cover)*

This is about the loudest bid for a subscription ever made by a magazine—you will hear it and heed it. I know.

## The Business Philosopher *with*

Any two of the following books: Men Who Sell Things, Tales of the Road. From Poverty to Power, Byways of Blessedness, All These Things Added or Man Building.....Regular price \$4.00.....*Special price* \$3.00  
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For twelve months more with all copies of 1910, with the exception of January, 1910, bound in half morocco with your name in gold on the back of each volume  
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Regular price \$20.00.....*Special price* 10.00  
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SHELDON UNIVERSITY PRESS, *Libertyville, Illinois.* **SPECIAL ORDER**

Please find enclosed \$....., for which please enter my subscription to "The Business Philosopher," and send me (book)

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(Name of book on above line)  
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Street No. .... State.....

The Business Philosopher with The Backbone Monthly, regular price \$3, *Special price* \$2.40

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## Are You Just Drifting Along?

**H**AVE you just "got a job" at "wages" with nothing big ahead? And do you think your present work is sufficient to develop you for a place higher up?

Some men think the mere activity of their daily work is all the *training* they need, but *big* men and *high* salaried positions are made of sterner stuff.

The man who just drifts along, expecting his "job" to furnish his success education, is *not* the one who will some day drive his *own* car, enjoy his *own* summer place or be a *leader* among men.

Whatever your present work, you *need* outside help if you are looking forward to the \$5,000—\$10,000 propositions which are growing in number with the years.

You must know the *laws*, the *short cuts*, the *swift currents* that carry earnest, anxious men to the *bigger* things of life. One *good* way, that 50,000 "live wires" have tried, is toward Sheldon.

## Success Currents Lead to Sheldon

The Sheldon Courses in Salesmanship, Business Building and The Study of Human Nature are at once the most interesting, most fascinating, *most helpful* of all educational pursuits.

And there is nothing just like the study of Sheldon in any other literature ever published.

The Sheldon Courses are unique, wonderfully broad and original, and they will *open* for you *new fields* of thought that may make you a *big* man.

The Sheldon Book and all the interesting literature that goes with it, are gladly sent to earnest men who are more than curious. If you are in that class, these books are for you. And the coupon below brings them. Why wait? Why not get in touch with success *this very day*?

In writing, state age and present occupation.



**The Sheldon  
School**

**1252 Republic Building,  
Chicago**

**The Sheldon School, 1252 Republic Bldg., Chicago**

Please send me THE SHELDON BOOK and full particulars.

Name .....

Street .....

City..... State.....

Age..... Occupation.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# \$15000<sup>00</sup> A Year

## For a \$15 a week clerk



Over the heads of the "passers-by" is the sign-post that points to Success for the man who *looks*. I have an offer to make to *you*—the alert, wide awake man who has no capital but his ambition and energy.

Are you worth \$15,000 a year to the business world? You may *know* that you are—and yet not see the way to *prove* it and to *realize* on your abilities.

A few years ago I stood right where you are standing now—equipped for bigger, more remunerative work than I had ever been able to get a chance to do.

So I *made* my own opportunity—and my income quickly grew from \$15.00 a week to \$15,000 a year. I started with a chair and a kitchen table in a corner of my own home. Now I occupy a large suite of offices in the center of Detroit's business section, with a board of executive heads of departments, and a busy force of assistants. I have not put a dollar into this business except as I have used a part of my surplus earnings to enlarge my equipment and extend my operations.

You are just as capable a man as I am. With the benefit of my experience to guide you, *your* rise to a position of big income is made easy. I have met the obstacles and have cleared them out of the path to Business Success that lies before you.

The stability of the commercial and industrial world depends upon the stability of *Credits*. The man who can be a factor in the maintaining of credit relationships between sellers and buyers, is like the Keystone in an arch of masonry—the *whole structure depends upon him*.



And any man upon whom the business world *depends*, is able to *name* his own compensation.

Independence is the first thing to be gained when working to establish yourself where you will command your own destiny.

Right at the start—I offer you *independence*—independence from the irksomeness of uncongenial tasks—from the grind of being held to a desk by the clock, instead of being *attracted* to the desk by *interest* in your work—from the risk of not having employment—from the direction of your efforts by another, instead of by yourself—independence from *DEPENDENCE on some one else* for the right to make a living.

I offer you the opportunity to *secure* this independence and all the benefits you will gain through *independence*—the freedom to let your best abilities work for you and for your own good fortune.

Beginning just as I began, *without capital*, you can build up a prosperous business under your own management and ownership in the commercial agency field. The merchants and manufacturers of your community will come to look on you as one of the most important factors in the local business situation, and you can gradually extend your operations over as wide a territory as seems advisable. You will be the *modern* Commercial Agency manager—saving money for your clients, helping people to meet their obligations by your advice and encouragement, and increasing your income to an amount that may now look forever out of your reach. You can do all this through the *mails*—using the methods that I have proved successful, and that I will make clear and easy for you to follow.

Will you let me tell you just what I can *do* for you? How you can make arrangements with me to become a master of the Commercial Agency business? Let me show what others have done with my help. I will show you how you can take advantage of the biggest opportunity that faces you today—and how to turn it into *big money* for yourself.

Your request will bring you full information at once. Write me—or clip this coupon and mail it to me immediately—for a quick start to your own big success in business.

**W. A. SHRYER, President,**  
**American Collection Service, 455 State St., Detroit, Mich.**

You may tell me the full details about the opportunity for me in the commercial agency business—how you have succeeded—how you have helped others to succeed—and how you can help me. I shall be interested in seeing photographs, sent free, showing how this business is conducted in many of the offices you have helped men establish.

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City..... State.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# THE MAGAZINE OF OPTIMISM

Send 25 cents for 12 month's subscription to

## Beach's Magazine OF BUSINESS



A handsome monthly magazine for business men, office managers, book-keepers, accountants, credit men, advertising managers, etc. The "man at the desk" *must* have it. Your money back if you do not like it.

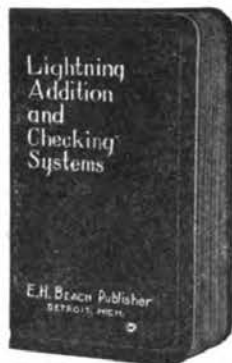
Beach's Magazine stands for the square deal in business. It is optimistic in tone, believing in the inherent honesty of purpose of all mankind.

Its aim is to promote business efficiency; to create and build; to amuse, interest and instruct the "man at the desk;" to assist the deserving young and the faithful old; and to fearlessly expose all that is corrupt in business practice whether public or private.

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**Special—Both Books** and a full year's subscription to "Beach's Magazine" for only 35 cents. Money refunded if you are not pleased.

A Connecticut manufacturer writes:—"Since taking three doses of your stuff the writer has been cured of insomnia and other ailments."

A New York publisher writes:—"You're doing a good work with the bright bundle of good, sound sense, winning ideas and business optimism you send us monthly, and I want to say 'Bully for you, Beach, keep up the work.'"

A Holyoke merchant writes:—"For Heaven's sake enter my name quick for Beach's Magazine of Business. Have just run across a copy, it beats any magazine at \$2.00 per year."

A Brooklyn subscriber writes:—"I would not be without your magazine. It is snappy, amusing, newsy, progressive and ought to be in the hands of every 'man behind the desk.' I feel that many a knight of the pen must have found cheer and encouragement in its pages."

A Cleveland manufacturer writes:—"I have induced several of my friends to send you 'two-bits' for the biggest little magazine published. Now I hear them on every hand quoting from Beach. Keep up the good work."

TEAR OFF HERE

E. H. BEACH, 63 W. Fort Street, Detroit, Michigan.

I enclose <sup>25</sup>/<sub>35</sub> cents (stamps accepted) for which send me "Beach's Magazine" one year, and one both premiums shown above.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# Speed Talks

For Advertising Men, Salesmen, Sales Managers

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***New Advertising Possibilities*** — Of course you are looking for something new — something better — something that will bring you in closer touch with those you seek to reach. This book — "SPEED TALKS" — will tell you how it can be done — it will give you new ideas in advertising. It actually upsets old advertising standards and creates new ones — it sounds the keynote of the advertising of the future.

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***Who Wrote it?*** — The book is written by Albert E. Lyons, vice-president and sales manager of the Allen-Higgins Wall Paper Company, of Worcester, Massachusetts, one of the most progressive and successful concerns in its line of business in the country. Mr. Lyons is a progressive and an idealist with both feet fixed firmly on the ground. Mr. Sheldon has given the book his cordial endorsement — he has even written the introduction in which he tells what he thinks of it. This alone is sufficient recommendation.

***The book should be your pocket companion, Mr. Advertising Man and Mr. Sales Manager, until you thoroughly imbibe its spirit—you should lose no time in putting it into the hands of every one of your salesmen—it will speed them up.***

***Price One Dollar, Postpaid***

**Sheldon University Press, Libertyville, Illinois**

# Ginger Up

☐ Make this year's sales beat last year's by fifty per cent. Get out after the orders feeling that you are going to get the signatures of all your prospects on the dotted line. Don't let them get away from you.

☐ Let Ginger Talks show you how and help you to get every order. Get the word to word Ginger Talks which built up the sales of the N. C. R. to *two millions a month*. Think of that! Get the coaching, the selling talks and arguments, the letters of enthusiasm to those 1,000 salesmen who built up the sales of the N. C. R.

☐ Fill out the coupon below and mail it *today*.

☐ Ginger Talks are a complete text-book of instruction and pointers on the art of selling goods. They simplify the whole of practical salesmanship; make clear with wonderful illustrations and exact explanations how to make approaches, how to secure attention, how to create desire, how to stimulate the immediate action and walk out with the order. They tell the salesman how to turn enmity into friendship, cold indifference into eager interest, casual inquiries into actual buyers, actual buyers into permanent customers. They touch on a thousand salesmen's difficulties and perplexities and show a way out of each one.

## SEND YOUR GINGER

Sheldon University Press, Libertyville, Ill.

I am enclosing Two Dollars. Send me a copy of Holman's "Ginger Talks."

Name .....

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State .....

(You can enclose \$3.50 and receive a copy of *Ginger Talks* and *The Business Philosopher* for one year.)

*Just a Touch with the Little  
Finger Operates the  
Capital Shift  
of the*



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**Reason; The carriage is never lifted to write capitals—can't be lifted. This makes an immense difference particularly with a wide carriage typewriter, where the carriage alone weighs several pounds.**

In addition, a radically improved shift mechanism superior to anything you have seen; declared by operators scarcely heavier than ordinary key-touch—locks positively, at will, for all capitals.

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SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# The Big Three

If These Won't Help You Get Business, Nothing Will

## "The Inland Storekeeper"

This magazine is the best monthly magazine published for merchants of all kinds. It is filled every time with good ideas about developing trade. Frank Farrington edits it and sees that it is devoted to practical suggestions rather than theories and opinions. It shows you how to dress windows, with pictures of plenty of easy window trims. It gives you new ideas on all departments of store management. It has a department to which you can write for information on any subject. It has made the biggest kind of a hit with its subscribers and is worth ten dollars a year to any storekeeper. The price is \$2.00 per year. Sample copies, 20 cents.

## "Retail Advertising—Complete"

When this book by Frank Farrington was published last year we looked for a big sale, but we were not prepared for any such reception as it has had. It has turned out to be the most valuable thing of the kind ever offered to the retail trade. It is already a standard on store advertising for the average store. It is as good as an advertising manager for a small store. 12mo, cloth. 272 pages, \$1.00 postpaid.

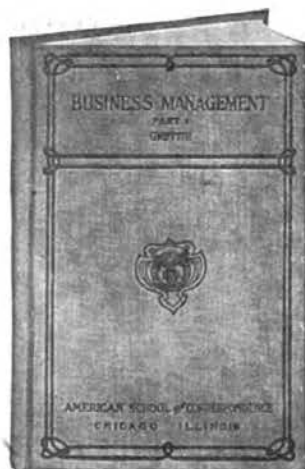
## "Store Management—Complete"

A new book just out, by Frank Farrington. It covers store managing like a blanket. There is no part of the running of a store that is not well handled, and handled in a way that enables you to tell just what the writer means. It is store management simplified. If you want to run your store to do more business, to make more profit, to cause less trouble and worry, you can't do better than buy this book. We do not hesitate to say that it is the very best thing that Mr. Farrington has ever written. It is uniform in size and style with "Retail Advertising—Complete" and well illustrated. \$1.00 postpaid.

*The three postpaid for \$3.00. And  
your money back if you are not en-  
tirely satisfied with your investment*

**THE BACKBONE SOCIETY**  
ROCKEFELLER, ILLINOIS

# ORGANIZATION



**Brief Synopsis**  
Part One

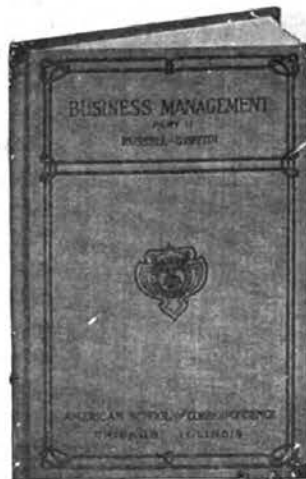
**A**DMINISTRATIVE and industrial organization; place of business engineer; plant arrangement; factory and office plans. Purchasing and stores department; catalog filing; requisitions; stores records. Advertising and sales organization; periodical, street car and outdoor advertising; mail order branch; salesmanship; follow-up systems. Credit organization; financial statements; credit information; collection letters; collection systems.

is the secret of successful business management; the executive of today gets results by combining organization and modern methods. The methods used by the managers of America's greatest enterprises are described in

## Business Management

The principles of organization, and how to apply them

in large or small concerns; the functions of all departments, and how to conduct them to secure results; how to make use of every modern plan and system, is told in these volumes. Every practical plan that will reduce costs, increase efficiency, and give a firmer grasp of business is described and illustrated by examples taken from actual practice.



**Brief Synopsis**  
Part Two

**B**ILLING and order recording; condensed and unit billing; blanket invoices; department store billing. Shipping department; rates and routes; filling orders; export shipping; claims; retail deliveries. Correspondence and filing; form paragraphs; stenographic division; filing systems; indexing. Business statistics; sales costs; expense distribution; administrative costs; mailing cost; mailing room methods and machinery; checking the postage account.

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**Per Volume, \$4.00 for the Set**

**Taylor Book Store, Rockefeller, Illinois**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# A CLEAN TOWEL IS A SAN-KNIT-ARY TOWEL

**T**HE particular man wants to wash himself clean, and then *dry himself clean.* He does not want a towel which even gives out a suspicious odor of having been already used. He does not want a towel which always leaves that tell-tale piece of lint. He wants a towel for his home or his office which dries out quickly and sweet, a towel which absorbs all the water and at the same time produces that delightful tingling to the skin.

SAN-KNIT-ARY Towels are different from any others made. Different, because they are protected by patents. Different, because they cost more to make—though not more to buy. Different because when once tried, they are declared by those who already know, to be better than any Turkish or other kind of towel made.

SAN-KNIT-ARY Towels are distinctly new. They are knitted, not woven. They are easily washed. Never need ironing. Never become stale or sour, no matter how long in use. Being thoroughly aseptic, they retain no odors. Sold only in germ-proof packets; never in bulk. Ready for use without first washing, as they are free from starch or sizing. *What more need be said?*

If you are not already using them, send us your name and \$1.00, and we will send you, all charges prepaid:

One Heavy Bath Towel, large size;  
One Heavy Bath Towel, medium size;  
Two Face Towels and a Wash Cloth.



Use them one week, and if you are not thoroughly satisfied, you may return them and we will promptly and cheerfully refund your money.

**SAN-KNIT-ARY TEXTILE MILLS, INC.**  
PHILADELPHIA, PENN.

Sold by all Dry Goods and Department Stores, Druggists and Haberdashers

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# How to Get a Better Job

☞ Tells how the man or woman without "pull" can get a better position than he or she now occupies. It gives the exact methods used by nineteen successful men and women in various branches of business to get and hold high-salaried positions.

☞ Every method of job-getting known to the business world is detailed in this book; many of these methods the average man has never heard of.

## What This Book Tells

How to locate well-paid positions that are not advertised—how to convince an employer that you are the man for the job—how to overcome an employer's objection that you have "insufficient experience." How to make a letter of application command an interview. How to advance in your present position—how to get a raise without asking for it. How to deal with employment agencies—how to detect "bluffing" employers. How to quickly pick up the points of a new business—how an inexperienced man can convince an employer that he knows all about his business. How to get a tryout. How and why great men succeed—how you can follow their example, and so on.

## What This Book Tells

In this book are written the methods used by a twenty-five year old boy to get a \$12,000.00 a year position as advertising manager; of a "down-and-out" man to get a well-paid position as salesman; of an inexperienced stenographer to land a \$20.00 a week job; of a stenographer to obtain a position as private secretary; of a store clerk to rise to branch manager, and so on.

You can get this remarkable book with a year's subscription to the

## American Salesman

It is edited by one of the ablest writer-salesmen in the country and is as valuable to the experienced man as it is to the beginner.

The regular subscription price of the AMERICAN SALESMAN is \$1. Send us a dollar now and by return mail we'll send you a copy of "HOW TO GET A BETTER JOB," the current issue of the AMERICAN SALESMAN, and a copy each month for the next eleven months. This offer is limited. Send your dollar now before it is too late.

# The American Salesman

VALPARAISO, INDIANA

Monthly—One Dollar a Year

A Monthly Magazine full of ideas. A year's reading will be equal in value to a correspondence course. The companion of every ambitious salesman behind the counter or on the road.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Next Time You Order Business Stationery

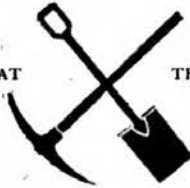
Look up a printer or lithographer in  
your locality who can furnish you

## CONSTRUCTION

MADE  
IN WHITE AND  
SIX COLORS

BEST AT

THE PRICE



WITH  
ENVELOPES  
TO MATCH

## BOND

Or, a postal card, if addressed to us giving your firm name and address, will bring you postage paid *free of charge* our portfolio of twenty-eight handsome specimen letterheads, printed, lithographed and engraved, showing the various finishes, thicknesses and colors of Construction Bond, with envelopes to match, and the names of responsible printers and lithographers in your vicinity who will be glad to supply you.

Write us *now* if you want

## Impressive Stationery at a Usable Price

Not *every* manufacturing stationer can supply business stationery on Construction Bond. It is sold only *direct* to *responsible* printers and lithographers in *quantities of 500 pounds or more* at a time, while *other* fine papers are sold *through jobbers*, a *ream* or more at a time to any printer who will buy them. The *saving* in *our* method of distribution comes *off* the price *you* pay for stationery—if you *secure* Construction Bond. Write us *now* for the names of those who can supply it.

**FREE**—The above set of handsome letterheads and "Reason Why" booklet.

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## Finest Quality Business Cards

500 for \$1.35—1,000 for \$2

Postpaid : Samples Free on Request

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THE PUBLISHERS' PRESS

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**Get the Money**

**\$75<sup>00</sup> a month** **\$200<sup>00</sup> a month up**

Collecting bad debts is a science.

We have started hundreds of men on highly successful careers by teaching them the same secrets of collecting bad debts which we so successfully employ in our own Collection Business.

If your present employment is uncongenial, if you see nothing ahead but years of drudgery and slow advancement—declare your independence—start a Collection Business of your own. It is very lucrative, requires no capital but honesty, has but little competition. Our first lessons enable you to start in business, the full course gives you complete mastery of it. We refer customers to you.

Write for "Pointers on the Collection Business" and names of some of our successful students.

THE AMERICAN COLLECTION SERVICE, 364 State St., Detroit, Mich.

The American  
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364 State St., Detroit, Mich.

Send without charge  
"Pointers on the Collection  
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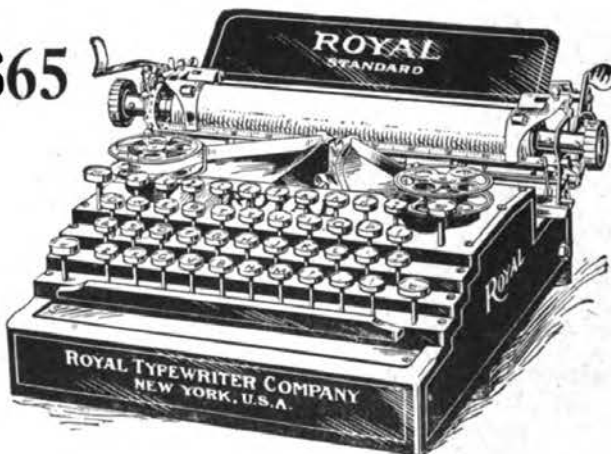
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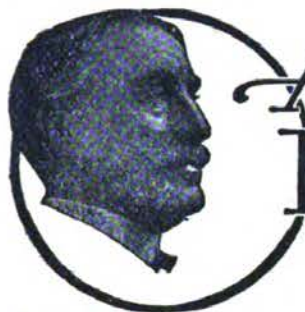
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# About Remembering

by Elbert Hubbard



Without his notes he is helpless



Education is only what you remember



He never misses a face



If you want to enlarge your arm, you exercise it. The same with your mind



The man whose memory plays tricks



The strong man who stammered and sucked air and gurgled ice water and forgot

**F**OR some long time I have been promising myself to write up my good friend, Mr. Henry Dickson of Chicago, and I have not forgotten. Mr. Dickson is teaching a Science or System, whichever you choose to call it, which I believe is of more importance than the entire curriculum of your modern college.

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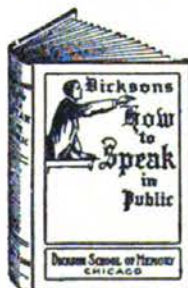
You do not know when you will be called to stand on your feet and tell what you know; then and there a trained memory would help you.



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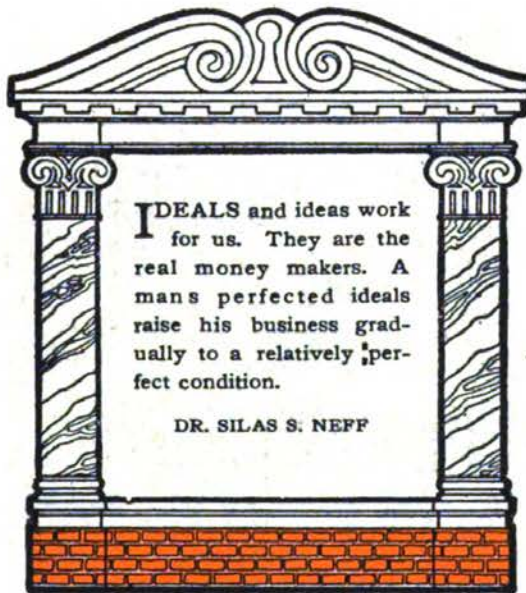
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ARTHUR F. SHELDON  
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# CONTENTS

ARTHUR W. NEWCOMB  
MANAGING EDITOR

SHELDON'S BUSINESS PHILOSOPHER & SALESMANSHIP

OCTOBER, 1911

A MAN'S THANKSGIVING.....	Frontispiece
By Arthur W. Newcomb	
EDITORIAL .....	571
By A. F. Sheldon	
EVOLUTION .....	580
THE UNIVERSAL RACES CONGRESS.....	581
By Dr. Katherine M. H. Blackford	
THE MODERN MERCHANT.....	585
By S. L. Krebs	
CHARACTER AND PERSONALITY BUILDING.....	588
By Anna Griffith Sheldon	
WHY SOME MEN FAIL.....	593
By J. E. Brown	
EFFICIENCY IN SALES MANAGEMENT.....	597
By George H. Eberhard	
IF I WERE ADVERTISING JAM.....	600
By Jerome P. Fleishman	
THE QUESTIONS OF SOCRATIC.....	601
By Arthur W. Newcomb	
LOOK AROUND YOU.....	607
By Leonard W. Smith	
GLEANINGS FROM BUSINESS FIELDS.....	609
By Thomas Dreier	
ON THE WAY TO BROAD LIFE AREAS.....	614
By Sheldon Leavitt, M. D.	
THE FOUNDATION OF EFFICIENCY.....	617
By James D. Kenyon	
THE SCIENCE OF CHARACTER ANALYSIS.....	622
By Eleanor L. Newcomb	
THE BIG MONEY EMPLOYEE.....	625
From the New York Times	
UNCLE HIRAM HAS A WORD TO SAY.....	628
TRUTHFUL SERVICE.....	629
By Arthur Morey	
EXPERT SALESMANSHIP: ITS POSSIBILITIES.....	631
By O. J. Vogt	
PRACTICAL USE OF SCIENCE IN ADVERTISING.....	634
By George M. Woodward	
THE PHILOSOPHER AMONG HIS BOOKS.....	636

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# How to Handle Men

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Dr. Blackford has written six articles on the Science of Character Analysis for *THE BUSINESS PHILOSOPHER*. They appeared in the issues for November and December, 1910, and January, February, March, and April, 1911. Beginning with the September issue for 1911, she will complete the series of twelve. She is now on a tour of the world, doing research work among different races of men, for the benefit of the science. Some of the results of her work will appear in her future articles in this magazine.

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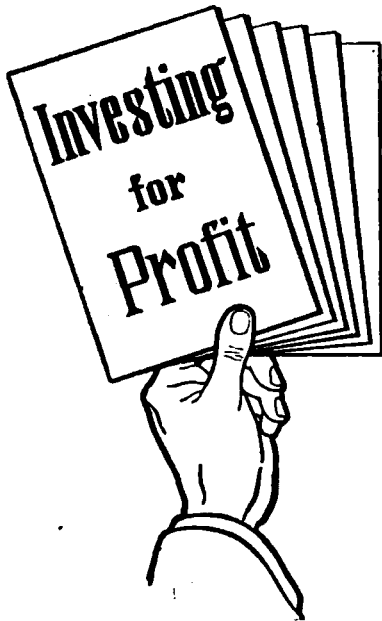
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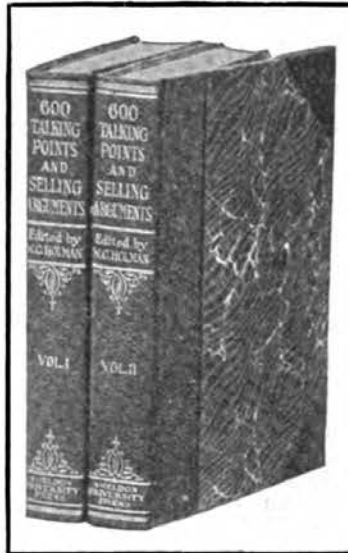
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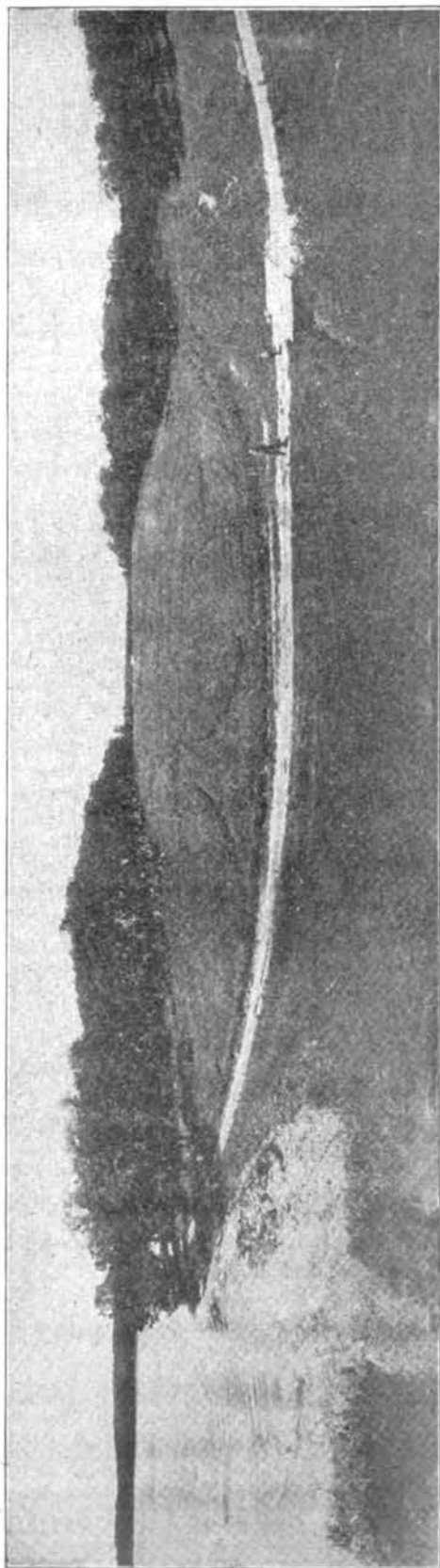
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# YOUR SUMMER HOME



SHORE ACRES SUBDIVISION, LAKE EARA

**O**F COURSE you want to own a summer home. There is something in you that calls for woods, meadows, cool waters, and broad, comfortable porches, when summer comes and brick walls and paving stones shimmer and quiver with the heat. You need rest and relaxation.

You may have to be in the city on business during the day. But you are refreshed and renewed by the evenings and the week-ends at your summer home.

And it makes you glad to know that wife and babies are away from the glare, the blare, and the dust, getting strong and rosy at your summer home.

No, this is not a millionaire's dream. That summer home is within your reach. And, if your business is in Chicago, it is only an hour's run from that city—you can come out every night. If further away, you can come Friday or Saturday and stay until Monday.

For your summer home, I have just opened a new sub-division on the shores of Lake Eara—the most beautiful of all the famous lakes of Northern Illinois. It is only thirty-five miles from Chicago—three railways run from it into the city.

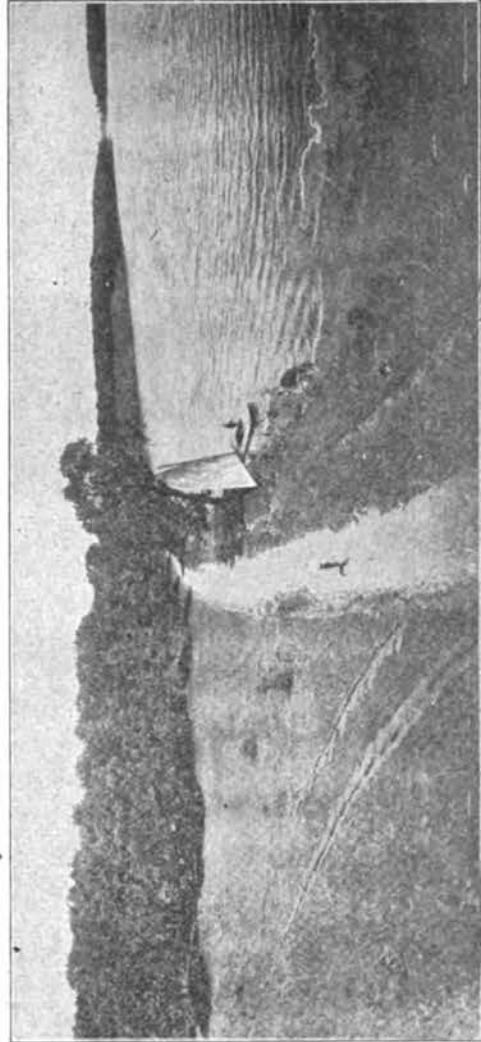
There are a limited number of lots, all at reasonable prices—first come, first served. When you buy a lot, you buy fishing, swimming, and boating privileges on Lake Eara. *There is no lake property so near Chicago at anything like the price.*

My primary object in opening this sub-division is to finance the first building of Sheldon Commercial University.

I want these summer homes, as far as possible to be owned by Sheldon Graduates or those in sympathy with A R E A philosophy.

*Write me today, saying you are interested  
and I will tell you all about it*

**A. F. SHELDON**  
LIBERTYVILLE, ILLINOIS



SHELDON'S LAKE SHORE DRIVE, LAKE EARA





A. F. SHELDON

# The Business Philosopher

A. F. SHELDON, EDITOR

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## On the Front Porch

*Where We Talk Things Over*

I HAVE just finished reading, for the second time, a little book written by Gertrude Capen Whitney.

Its' title is, "I Choose."

There is much in this simple little tale, I confess, that I do not fully understand. Of that I shall not talk to you here. If you are interested, after reading what I shall have to say, send for the book. It is published by Sherman, French & Company, of Boston.

But there is enough in Mrs. Whitney's story that I do understand, and that has been an inspiration to me, as well as a commonsense, practical help in the everyday affairs of life and business.

These things I wish to pass on to you, as well as I can in the space at my disposal.

"I CHOOSE" is the story of Mary Ellen, a servant girl in the home of a wealthy, thoughtless family.

The girl's father had been a physician, a man of great learning, but not endowed with a mind practical enough to turn his scholarship to commercial account. She had had some early advantages, but had left school at sixteen to go to work, be-

cause of her father's death and the need of earning her own living.

The story opens with Mary Ellen bitter and desperate, slovenly in appearance, weary of mind and body, and careless of the sordid little servants' room that had been assigned to her in the seaside residence of her employers.

You have often been in stores, factories, and offices that reflected the same state of mind that Mary Ellen's room does at the beginning of this narrative. Remember this in looking for the bearing of this story on business affairs.

You have also seen homes similarly afflicted. The disease saps the beauty and vitality of all human life, when once it has been permitted to attack the mind. Mark that—*the mind*.

But the story itself will make that point clear.

CALLED from this uninviting room, where she had gone for a half-hour's rest, Mary Ellen prepares luncheon for the boy son of the family, and then goes on to help with the dinner. She is frequently interrupted to answer the door bell and admit callers, to whom she afterwards brings in tea.

While she is in the drawing-room, she is held breathless by the words of one of the ladies:

"If we believe that all electrons have chemical affinity, it seems as if we, as choosing souls, might elect our lots in life. I think that is what the doctrine of elections means,—not that we are of the elected, chosen by a domineering God, but that we elect our part of God's gifts or elect to pass them by. We have the power of choice. Of course, if we are of one substance with God we possess his attributes. Whether we use them or not is another matter."

This is only another way of putting the law that we all have all of the positive qualities, but in different stages of development, and that we all possess the power to develop, to a greater and greater degree, every one of these positives.

The same lady then said, in answer to a question:

"I also think that surroundings and environment do not signify the same thing. \* \* \* I think a man may be surrounded by physical manifestations, as a ditch or a railroad gulch, but may be environed by such a perfect comprehension of the relative values of things in life that his mind makes for him a heaven, as in the case of little Sara Crewe."

This is in accordance with the teaching of the late Professor James, that the influence of our surroundings upon us depends upon our own mental attitude toward them.

In illustration of this, let me quote from the book of Edward Howard Griggs, "Human Equipment":

"We had at Stanford university, in the early days, a row of low, slight,

frame buildings, called "the Camp," which had been hastily erected for the Chinese laborers at the time the first quadrangle of buildings was constructed. Rooms in the Camp were rented out at a nominal rate to poor students who were earning their own way,—cooking for themselves, making beds in the dormitory, waiting on table, cutting grass on the professors' lawns, or sometimes rising to the dignity of secretary work. I have watched two such boys, living in adjoining rooms, going through the same experiences and meeting the same problems; the one growing stronger every day, meeting troubles and deprivations with glad courage, earning the sweet fruit of character out of all the hardships; while the other became daily more resentful and bitter, brooded increasingly that his situation was unjust and that the world owed him a living, ending finally as a university "hanger-on," going from college to college as a disappointed parasite clinging to the work of others."

Same surroundings, you see, in both cases.

But what a difference in "environment," in the sense of that which helps to shape one's character!

BUT LET US get back to our story of Mary Ellen.

The few words she heard about the power of choice made a deep impression upon her. She took them with her into the kitchen, where she had to wash dishes in a hot and ill-smelling pantry.

"We possess the power of choice!" she ruminated. "H'm! I don't believe it. Think I'd be dragging

along this way without a minute to call my own? Choice! I guess not!"

Then she got a new point of view.

"Well, I *don't* have to wash dishes in this shut-up pantry, hot as blazes and smelling of dinner enough to make me sick! I *can* open a window. How good the fresh air smells. Maybe that move is something toward changing surroundings. It's better, anyhow, and the thing that made me think of doing it may be the first step toward change of environment."

Get the idea?

Here is some more of the same kind that will help to drive home the lesson:

"She toiled upstairs and lighted her oil lamp. There was no electricity on the upper floor, and though the rooms were palatial below, those which formed the servants' dormitory were as ugly as the most ardent aspirant for outside effects instead of inside comforts could have designed.

"'Phew!' she said, 'how it smells! I can't blame the Thurstons for that,—and I sleep in it every night! They haven't given me much to boast of in the way of furnishings, but I have two windows, and God knows I never use them.'

"She whipped up the sashes to their full length, and inhaled with joy the fresh tang of the June air.

"'There is a street band playing a waltz. I believe I will pretend some Sandy has invited me to a party.'

"She took several turns, but stopped, quickly exhausted by the unusual exercise, and interrupted by tripping over a ragged bit of carpet at the foot of her bed.

"'Do you suppose I *chose* that? Well, I've let it stay here accumulating dust, besides running the risk of a broken leg. If I did not *choose* to have it put here, I need not *choose* to have it stay,' and she vigorously rolled up the pieces, of which there were several, and with a shame new to her, found in the dust outlining the edges of each rug, unfailing proof that they had not been moved in the rather rare periods of sweeping."

And so she went on, cleaning up her room, freshening the bed, clearing all the old and soiled clothing out of her closet, throwing away the wornout shoes, and mending and cleaning the clothing and shoes that were left.

Then she bathed herself, shampooed her hair, and finally crept into bed at two o'clock the next morning, in an entirely new environment—one of her own choosing—and much improved surroundings as a result.

The change in Mary Ellen's appearance when she served breakfast next morning caused comment. So, while the girl was busy washing dishes, her mistress, suspicious, made an inspection of her room.

"'It is deliciously clean,' she said delightedly, after a strict survey. 'I always dread to go into the servants' rooms, they do have that perfectly dreadful odor; but here both windows are open. Her mattress and pillows are actually sunning.'"

But the sunshine revealed to Mrs. Thurston that the mattresses were old and too badly soiled even for renovation. It also recalled to her the unpleasant truth that the bedding throughout the house had been in use for some years without cleansing, so

a bonfire was made of the whole lot and new pillows and mattresses supplied.

Of course, the new bedding suggested other improvements in the room and its furnishings, including a number of good books.

And when Mary Ellen went up to her room that night, she said:

"What a little makes a big difference in one's surroundings. Surroundings! That's it—it's what you have about you. But what is it that often makes the same place seem different and be different? After all, one can choose some of it. I believe nights, after I get up here, I'll think what I'd *choose*, could I have what I want. It seems more decent and *alive* than to be thinking I wish't I was dead and how I hate those I'm working for. I wouldn't hate my work if I could feel I gave satisfaction.

"Oh, here's a dictionary. I haven't seen one since I left home. I wonder what became of father's books. I will get some of them when I go back. I could have had them before, but I didn't *choose*. I need not have been wondering what all those words mean if I hadn't chosen.

\* \* \*

"I would rather *choose* to be something myself than to *have*. It seems as if, should I choose to be helpful and trustworthy and quick-witted and kind, the *things* would come easy enough."

So that was the beginning of the rejuvenation of Mary Ellen, all brought about because she began by *choosing* to make her surroundings and herself the very best possible under the circumstances. You will have

to read the story to find out the rest of it.

YOU AND I also have the power of choice.

No matter what our surroundings, no matter what our previous training, no matter how hard the conditions under which we labor, we can choose to better all of them.

Try it.

See how one "little difference," which you can easily choose to make, will draw a host of others—and bigger ones—in its train.

Like Mary Ellen, choose to *be*, rather than to *have*, and see how easily the things you choose to have will follow.

Let me tell you about some of the things that you may choose to be and have.

FIRST, YOU and I can choose health.

That you may have to begin early on this, in some cases, I freely admit.

If you have been choosing late hours, intemperate and foolish eating, stuffy rooms, indolence and sofa pillows, too much red liquor and cigarettes, and the insane habit of worry, for too long, it may take a long course of choosing to obey Nature's laws to get back what you have chosen to throw away.

But, if you are still in good health—and I take it most of you are—you can easily choose to get better and keep well. In ninety-nine cases out of a hundred, there is no reason for sickness except that its victim chose it rather than health.

The laws of physical well-being are simple, easily learned—if you choose to learn them—and easily

obeyed—also if you choose.

And good health carries a thousand other good things with it.

YOU CAN choose cleanliness.

Cleanliness is godliness.

It is a defence against disease, discouragement, and vice.

Katherine M. H. Blackford, M. D., than whom there has been and is no keener reader of human nature, says that filthiness in dress, person, and habits is a certain indication of filthiness of thought and morals,—that no one chooses to remain in squalid surroundings unless his own soul is squalid.

Cleanliness gives self-respect, renews ambition, increases courage, and builds self-confidence.

In dress, and in store or office, cleanliness is a powerful factor in gaining confidence and building business.

Elegance and luxury may be out of your reach now. But you can at least have yourself and your surroundings clean if you choose.

YOU CAN choose knowledge rather than ignorance.

No matter how incomplete your schooling, you can learn something every day—if you choose.

There are vast hidden stores of knowledge lying all about you—perhaps in the very things that you handle every day in your work.

Do you remember the little story by Mr. Newcomb, entitled "Dustin' Shelves," that appeared in THE BUSINESS PHILOSOPHER for August, 1909?

It will do you good to read it again, so I re-print it here:

#### "DUSTIN' SHELVES"

I heard the story of a young man, the other day. It had so valuable a lesson in it that I want to pass it on.

As the hero of the tale now holds a high position in one of the leading hardware houses of the Coast, I will call him Henry for short, because that is not his name. Several years ago Henry was a warehouse boy, in the same concern, at five dollars a week. And he had vegetated in that one job for five years.

One morning a friend of Henry's dropped in—a man who uses his head for thinking purposes, rather than as a mere appendage to a roll-top hair cut.

Henry was not in good humor. It was too early in the morning. Henry got to be one of those agreeable folks that don't love their fellowmen until after ten o'clock.

"How are you, Henry? How's business?" asked the visitor

"Rotten!"—with a growl. Here I've been for five years dustin' shelves—nothin' but dust shelves the hull bloomin' time. No raise! No promotion! Still dustin' shelves! I'm sick and tired of it. I'm goin' to quit and go some place where they'll give a man a show."

"Dusting shelves?" echoed the caller, astonished. "You haven't been dusting shelves."

"Have too. Guess I ought to know."

"But you don't. You have been reading a hardware catalog all these years. How much have you learned from it?"

"W'atcher mean? I hain't seen no catalog."

"Why, these shelves are your catalog. Every article right before you, life-size. Here, what are these?"

"Ship's augers, I guess."

"What do they cost?"

"I dunno."

"What do they sell for?"

"I dunno. They never tell a feller nawthin' here."

"Yes, and some people don't learn without being told—not even in five years. Why are these augers that funny shape?"

"I dunno."

"Where are they made?"

"Says Pittsburg on the box."

"Yes. What sizes do they come in?"

"I dunno."

"Look on the boxes and see."

"In sixteenths."

"Yes; now what are they used for?"

"I dunno."

"So you have handled those augers day after day for five years, and have never learned anything about them? Dou you see now why you haven't been promoted?"

"Well, I begin to. Do you think it's too late to begin to study my catalog now?"

"Never too late to learn. Begin now."

"I will. And thank you for showing me what a stupid ass I have been all these years."

And that is the story of the beginning of Henry's rise to a place of power, influence and fortune.

You can choose to buy books instead of cigars and drinks—Judge Donovan, whose story you read in the August BUSINESS PHILOSOPHER did that. Just read the account of his triumph again.

He is what he has become and has what he now possesses because he chose to be something more than a blacksmith and to have something more than a bare living.

You can choose study rather than idle pleasures or mere day dreaming.

You can choose to nourish and use your faculties rather than let them starve and atrophy in idleness.

And you have been surprised, have you not, how many of the things you want begin to come to you when once you choose to get them and make a beginning by using to their very limit the opportunities you have. You will be more and more surprised and pleased as you deliberately choose more and more of the openings to gain knowledge that are open to you.

IN THE TALK On the Front Porch for August, I had a little to say about wisdom.

This also you may choose for your very own.

I tried to show you how in that talk.

Do you believe that I am right about it?

How strongly do you believe it?

Strongly enough to make your choice—to put first things first—to choose the best, always, even when it means sacrifice of something inferior that is very dear to you—to make the present moment count for the very most that is in it, with your face ever toward the goal of your wise purpose?

Then wisdom is yours.

And, as you grow in wisdom, all doors will be unlocked to you.

You will become a master.

It is for you to say.

Do not misunderstand me.

I hope I am not an extremist.

I am not holding out to you the promise that you, no matter what your heredity and environment, can become as great a poet as Shakespeare, as great an artist as Michael Angelo, as great a soldier as Napoleon, as great a statesman as Gladstone, as great an inventor as Edison, as great a financier as Morgan, or as great a merchant as Wanamaker. On the other hand, I am not saying that you cannot.

But I do say that you can choose to be healthy, clean, learned, and wise—that you can grow every day a little stronger, a little cleaner in body and mind, a little broader and deeper in your knowledge, and a little higher in your wisdom—if you choose.

And you can be master in your chosen work—can do it a little better than any one else could do it.

THEN THERE is a great and beautiful garden of the rarest flowers of character that you can choose for your own—if you will.

These will give you favor with men, make you a living flame of power in all your undertakings, and, with wisdom as their guide, secure your happiness.

First of these—and the one from which all the others draw their life—is the desire to serve. That is love in its highest expression.

You may not be able to choose this great quality and leap instantly



into a marked degree of its development. The chances are that you will find it a long process, requiring patient, earnest, faithful effort. But you have a certain degree now—perhaps a large degree—and what you have you can develop by proper nourishment and use.

Desire to serve is a feeling, and feelings are aroused by thoughts—the thoughts of others gained by reading and study, and your own thoughts and imaginations. Feelings are strengthened by exercise—by acting positively upon the impulse of the feelings whenever they are aroused.

One of the best ways to develop a desire to serve is to serve—willingly, gladly, and to the fullest extent of your powers.

You have the power to choose your thoughts. By the action of your will you can cease to think thoughts that generate feelings of hatred, indifference, doubt, discouragement, discontent, envy, disloyalty, and fear, and can begin to think thoughts that generate desire to serve.

Reading and study will help you.

Meditation will help you.

Association with those who serve well because they love to will help you.

Thinking of your desire to serve well, using your constructive imagination to initiate plans for giving better service, pushing these plans, always alert for an opportunity to serve, and keeping everlastingly at it, will surely bring to you that which you have chosen: a passion for excellence of service.

WHEN YOU truly desire to render the highest service in all your rela-

tionships, you will choose to be hopeful.

Remember Mary Ellen.

If you cannot, by an act of the will, fill your heart with buoyant hope all at once, you can at least choose to look upon the bright side of things rather than the dark. You can at least choose to be hopeful about some of the little things that are nearest at hand.

Try it.

Let me tell you a little story.

A business man of my acquaintance told it to me.

He said that his business, which was a very large one, had been navigating stormy waters. It seemed to be close to the rocks of bankruptcy.

My friend had been working like a high-pressure hoisting engine for months, in an effort to steer his craft into the open sea of prosperity. But everything seemed to go wrong.

One morning, just as the gray of dawn was turning to silver and rose, he left his office after an all night of struggle with his problem.

His ship of fortune seemed nearer the breakers than ever before.

There seemed to be no way out.

He was aching with weariness, sick with discouragement, and weak with despair.

As he walked up the silent street, his head was bowed, his shoulders drooped, his feet dragged listlessly on the pavement.

His brain was numb, and he could scarcely think at all, but such thoughts as he had were of the failure that seemed inevitable, and of how tired and despairing he was.

"Why," he said to himself, "I am the very picture of woe and hopelessness!"

After dwelling on that thought a moment, he meditated:

"After all this doesn't help me any. It only makes me miserable and drains off my power to grapple with my task. And if anyone should see me, it wouldn't help my business any. While there is life there is hope, and I *will* keep on hoping to the end—then hope some more."

So he straightened his shoulders, faced the east with a smile, drew in deep breaths of the fresh morning air, quickened his steps to a firm, cheerful tread, and whistled a merry tune.

Instantly he felt better.

The sun came up and flooded the streets with light.

And, with the light of day, there came into his mind one more plan for saving his business. He was truly hopeful and happy when he reached home.

It was all because he had deliberately chosen to be.

And he began by choosing to walk erect and whistle a tune.

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I AM STRONGLY tempted to write a page or two here about faith.

Nothing worth while was ever accomplished in all the ages without faith.

And nothing great was ever done without great faith.

Read the biographies of great men. There is no more inspiring and practical way of learning how to make your life a success than this, anyway. But take careful note that every one of them was a man of superior faith.

And you may choose faith as a vital part of your own equipment.

You are not without it now. You may even have it largely developed. But you can develop it to a higher and yet higher degree—if you will.

Go back to the story of Mary Ellen again.

Choose to exercise all the faith you can, and it will grow.

Guide your thoughts, arouse your feelings, and crystalize both into action. And keep it up.

Have faith that you will succeed in developing this mighty power.

You can.

I know you can.

You know you can.

Then do it.

You will.

---

IN LIKE manner, you may choose earnestness, justice, honesty, courage, kindness, and loyalty.

Thus you may become a dynamo of positive feelings.

Then you will be cheerful, enthusiastic, loving and lovable.

Then you will have within you a living flame of desire to serve—the plus incentive that will give power to your mind and body, energy to your will, and that finest of all gifts—the joy of achievement.

Psychologists say that the average man uses only a small percentage of his real mental and physical power. They also say that he will use a very large percentage of it when he has a white-hot incentive. Choose this one for yours.

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YOU MAY CHOOSE to have a strong, positive, active, indomitable will.

The very act of choosing the best strengthens your will.

The education of the will I dealt with at some length in *THE BUSINESS PHILOSOPHER* for March, 1910, so I shall not repeat here what was said there. Dig up your files and read it. You will see how you can make your choice of a vigorous will effective.

And out of a vigorous will grow decision, despatch, industry, perseverance, self-control, and power of personality.

Do you choose these in your business and in your life?

AND SO, YOUR life and its issues are in your own hands.

You can choose to drift along in mediocrity, cursing your luck, blaming fate, railing at destiny, submit-

ting utterly to the spectral tyrants—Heredity and Environment.

Or you can choose to develop your God-given powers to a marked degree and become a master.

You can win through pluck, which is better than the best of "luck."

You can conquer fate, and "shape and govern destiny."

You can take advantage of the strong, the good, the positive in your heredity, forgetting the weaknesses.

You can choose your own environment, as did Mary Ellen.

You can stand erect, a MAN, and hurl this defiance into the face of every obstacle:

"It matters not how strait the gate,  
How charged with punishments the scroll—  
I am the master of my fate,  
I am the captain of my soul."

**M**AN'S greatest endowment is the power to improve himself. All men possess this gift in common, and without it all other gifts are valueless.

L. C. BALL

# Keep a Human Cost System

By MILTON BEJACH

**W**E ARE now having the cost system basis drilled into us by every newspaper, magazine and speaker on public affairs.

And since it is the fashion we want to talk of a cost system.

Every factory doing any kind of business knows what it costs to produce certain articles. In our own factory we know to the penny how much it costs to make registers and pads and other supplies. We know what it costs to do business and we must figure accordingly.

Before I go on I want to tell a story about a man in Grand Rapids who was making furniture in the days when cost systems were new.

This man was doing a whale of a business, making money in barrels, when several competitors invaded his field. His competitors did a big business, too. At what seemed the opportune moment an expert installed a cost system in his plant.

When the books were closed a year later it was discovered he had lost money, trade, and reputation to his rivals. There was only one way to account for it. This had never happened before he had a cost system, so of course he blamed the cost system.

Out went the cost system.

A year later a new firm name was painted on the furniture factory.

Most of us go through life without a cost system. We seem to be doing fairly well, we get along about as well as the next man, or so it seems. Suddenly a storm blows up. We are caught with full sail set and the thing that usually happens to a ship in a storm with full sail set happens to us. Next time we'll know better.

Meanwhile the fellow who seemed to be getting along no better than we, who "had nothing on us," is sailing close-reefed, snug and tight against the weather of adversity.

After one of these storms, physical or financial, it would seem that we would learn wisdom, learn to trim our sails. But the next blast finds us still without protection, without forethought, and with the

usual result: Hardship for someone, ourselves of those dependent upon us.

## Learning by Experience

A cost system is cognizant of every expenditure, takes note of every moment, balances production against expenditure, and the figures guide business men in their business of dollars and cents.

Men who are dependent upon their own efforts for a livelihood need a cost system as badly as the biggest factory needs one. This human cost system should balance production against effort, should take note of the faults and errors and by striking balances guide the individual.

Let each of us be guided by our mistakes and we'll make less of them. Let each of us be guided by our victories and we'll score more of them.

The point is in knowing what the figures tell.

Experience is a mighty costly teacher, but each of us must sit at her feet. The trouble with some of us is that, having gone through the school of experience and graduating from the college of hard knocks, we don't find it any easier sledding through life than we did before. The reason lies in this: we don't apply what we have learned, to what we have in hand,—to the things we have to do.

What sort of a doctor would be the one who was not guided by experience? Would you even have him operate on the dog?

Would you employ a lawyer who was not guided by his experience and that of others as laid down in the reports?

Then why not set a check on ourselves, balance effort and energy against results, and if we find we spend too much and get too little, go in for greater efficiency, make our efforts and energies count for more, apply them intensively instead of spreading them around.

Let's learn from the oldest teacher in the world, who taught Adam and mother Eve.

Experience is on the job twenty-four hours a day, tuition in her school is costly. So let's get all we can out of this kind of scholastic training.

# The Relation of Brain to Skull

By DR. KATHERINE M. H. BLACKFORD \*

*This is the seventh of the series of articles on the Science of Character Analysis begun in The Business Philosopher for November, 1910. The publication of the series was unavoidably interrupted for a time owing to the fact that Dr. Blackford was too fully occupied with other important work to prepare them. They are here resumed, and it is expected that they will be completed without interruption. Dr. Blackford sailed, on July 19, last, on a tour of the world for the purpose of research work studying, among other subjects, the different races of men in their own environment. Some of the results of her study will probably be incorporated in the later articles of the series. If the regular contribution from her pen should be omitted from any issue of the magazine, our readers will understand that the manuscript has not been received on account of her distance from headquarters and unavoidable delay in the mails.—Editor's Note.*

**R**ICHARD BURTON, in the Kasi-dah, has given us the right key to all mental growth in his epigram: "Indeed, he knows not how to know, who knows not also how to 'unknow.'"

Our own quaint philosopher, Josh Billings, has put the same idea in a little different form in his well known saying:

"It is better not to know quite so many things than to know so many things that ain't so."

I find that most people, and even many of the more intelligent, are hampered in their study and application of the science of character analysis by deep-rooted, erroneous ideas, impressions, and traditions. Among these there is none more destructive of peace of mind, hope, and progress—and none harder to remove—than the belief that the skull is a dense, hard mass, incapable of change.

The popular misconception was voiced by a man who once came to me for professional advice. When I told him that he needed to cultivate and develop this, that, and the other brain area, he said, "Why, I thought that my head was just as God made it, and that I couldn't help myself!"

The fact is that there is a wide difference

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in the texture, thickness, density, and rigidity of human skulls.

While it is true that some are thick and relatively hard, it is also true that many are very thin and flexible, some being as fine and translucent as tissue paper in places or nearly throughout. I have seen some that would have served fully as well for lantern globes as the old horn lanterns our great-grandfathers used to carry. And, it



KATHERINE M. H. BLACKFORD

is well to bear in mind that no skull, however rigid, is wholly so. All are more or less elastic, and, what is more important, every living skull is subject to the laws of growth and change.

## The Laws of Growth and Change

You all know that the materials of living tissues are not permanent and fixed, but in a state of unceasing tearing down and renewal.

The human body is composed of minute cells, each of which has an existence of its own. These cells come into being, exercise their functions as parts of bone, muscle, membrane, skin, nerve, brain, or other

organ, and then die and are carried out of the body by elimination. New cells come into being to take their places.

When the body, or any part of it, is growing, new cells are added more rapidly than the old cells die and are removed. This constant rebuilding of tissue goes on much more rapidly than was formerly supposed.

The old idea was that the body was entirely renewed once in every seven years. Later investigations show that there is no such fixed period. Many factors influence the rapidity of the process, so that it varies in different parts of the body, in different persons, and in the same person at different times. But in all persons, it is well established that the change occupies months instead of years.

With so frequent a renewal of the materials of the skull—which shares this process with the rest of the body—it is obvious that a change in its shape is not only possible, but probable. My own investigations have proved that it does actually occur, even after maturity.

But there is another and perhaps brighter beacon of hope for the earnest seeker after self-development. Even if the skull ran as largely to solid bone as is commonly supposed, there would be no cause for utter dismay. The late Prof. William James, one of the greatest of modern psychologists, is responsible for the statement that most men use but ten per cent of their mental capacity. That is to say, the skull is large enough, and contains brain enough, but most people do not use it all—or even a large part of it.

How this comes about will be seen by a brief examination of the character and development of brain structure.

#### The Brain as Organ of the Mind

But before taking up this interesting study, perhaps I ought to say something about the relation of mind to brain, so that you will understand why I purpose to offer an explanation of mental capacity by describing brain structure and growth.

I have not the space at my command to give a complete and detailed account of all the scientific data now available in support of the theory that the brain is the organ of the mind. These data are the results of

patient and painstaking research on the part of a multitude of scientific investigators in several different realms of knowledge. Among them may be named Drs. Benjamin Rush, William Tuke, Philippe Pinel, Franz Joseph Gall, Kaspar Spurzheim, Charles Bell, and Francois Magendie, Louis Antione Desmoulins, Marshall Hall, Theodor Schwann, Claude Bernard, E. H. Weber, Hermann Helmholtz, Gustav Fechner, Wilhelm Wundt, James Braid, Jean Martin Charcot, Marie Jean Pierre Flourens, Paul Broca, and many others. Each of these contributed his mite to the slowly accumulating mass of evidence, until it is now generally accepted by all scientists that the brain is indeed the organ of the mind.

Among the evidences brought out by these observers I have space to mention but two.

The first is the result of the investigations of Dr. Paul Broca, of France.

To quote from "A History of Science," by Henry Smith Williams, M. D., LL. D., "The case was that of a patient at the Bicetre, who for twenty years had been deprived of the power of speech, seemingly through loss of memory of words. In 1861 this patient died, and an autopsy revealed that a certain convolution of the left frontal lobe of his cerebrum had been totally destroyed by disease, the remainder of his brain being intact. Broca felt that this observation pointed strongly to a localization of the memory of words in a definite area of the brain."

The second is the discovery of the French scientist, Desmoulins, in 1825, that the brains of persons dying of old age were lighter than the average and gave visible evidence of atrophy. The decrease of mental capacity in senility is well known.

#### The Structure of the Human Brain

Now let us look a little at the structure of the brain.

The human brain is divided into two principal parts, the cerebrum and the cerebellum.

The cerebrum is the larger of the two and occupies all the upper and frontal portions of the skull cavity. The cerebellum is the smaller and is situated in the lower part of the back of the head.

The chief mass of the cerebrum is composed of white, fibrous tissue, but its outer part is composed of gray, cellular tissue. The cerebellum is composed of white tissue alone. The gray matter of the cerebrum is arranged in characteristic folds or convolutions.

The gray matter of the cerebrum contains the brain cells which are the chief and central organs of all the higher intellects, the white matter being held to be but the bundles of nerve fibers that connect these cells with one another and, through the spinal cord, with the rest of the body. The cerebellum seems to be the part of the brain through which the mind controls all the vital functions of the body.

In the lower animals, the gray matter of the cerebrum is relatively scant in quantity and arranged in a few large convolutions. In the snake, for example, an animal low in the scale of intelligence, as we saw in our article in the April number of *THE BUSINESS PHILOSOPHER*, the cerebrum is almost smooth on its surface, the folds of gray matter being so few and so relatively large.

As we ascend the scale of animal intelligence, we find that the more highly developed and specialized the animal, the greater the intelligence, and the more finely folded the gray tissue and cells. Also, as we saw in the article on head shapes, the higher in the scale the animal, the larger the cerebrum or frontal portion of the brain.

These same differences in brain structure and brain development also occur in man. The higher the cultivation and intelligence of the mind, the larger the cerebrum, and the more finely convoluted the gray matter containing the brain cells.

Now, since, as we have seen, the brain is the organ of the mind, and since the development of the brain as indicated in the foregoing depends upon the quantity and quality of mental capacity, it naturally follows that the brain shapes the skull and not the skull the brain. On the other hand, you must never lose sight of the fact that mental capacity depends not only upon brain bulk, but also upon the distribution of that bulk and the relative number of convolutions. This may be the explanation of Professor James' statement that the average man uses only one tenth of his

mental capacity. It also gives hope of development of faculties and qualities seemingly deficient, even after the brain and skull have taken shape and become more or less rigid.

It is true that, just as we attain our maximum physical growth comparatively early in life, so we grow our brain bulk comparatively early. But the case is far from hopeless.

#### Relation Between Muscular and Mental Development

The runner or dancer develops the muscles of his legs more, in proportion, than he does the rest of his body. But it is doubtful whether or not he actually grows new muscular fibers. What probably happens is that he develops the smaller and weaker fibers already there to greater size and strength. As he does this, the contour of his muscles changes.

But here is another interesting fact.

In order to develop the muscles of his legs, he must develop to a greater capacity the motor centers of the brain that control the legs, else increased activity and skill would be impossible.

In recent years investigators have claimed to have discovered that, in order to develop certain mental qualities, one must begin by educating given groups of muscles. The contention is that each group of muscles has its corresponding center in the brain, mental activity being thus dependent upon muscular activity.

There is much definite data in support of this theory.

Manual training and other such branches of instruction have been adopted in the schools largely because educators have been convinced of the soundness of this doctrine.

Dr. J. W. Ladd, whose experience with feeble-minded children has covered a period of several years, has observed that the greater the degree of imbecility, the greater the muscular inertia. Children who are extremely idiotic make no effort whatever to help themselves, and must be exercised by artificial means. The most potent method of improving their mental condition has been found to be the education of their muscles. Hence muscular and mental development seem indisputably interdependent.



Long before it was scientifically established that the brain is the organ of the mind, the question of the localization of the various mental faculties and qualities in different parts of the brain was raised. It has been a bone of acrimonious contention among scientists ever since.

But controversy alone has never proved any contention. The true scientist seeks out the facts.

And so, as soon as the question arose, investigators in different parts of the world set out to compel Nature herself to give the answer. The obstacles in their way were tremendous, owing to the apparent dissimilarity of the two factors in their problem. The one was the great, intangible, complex mystery of the human mind, which could not be approached with such weapons as the test-tube, the microscope, the balance, the metric system, and the voltmeter. The other was the almost equally great mystery of the human brain, the most delicate and most difficult to dissect of all the organs of the body. Before its study could be even begun, instruments and methods for studying it had to be invented and discovered.

But, notwithstanding all the difficulties, wonderful progress has been made.

It is now thoroughly established that the motor centers of the brain are definitely localized. There is a motor nerve center for the control of the legs, another for the hands and arms, another for the lips, tongue, and palate, etc.

The skilled surgeon now knows, when paralysis of a certain part of the body follows an injury or a hemorrhage, just what part of the brain is involved. He is often able, through the trephining of the skull and the removal of a splinter of bone or a clot of blood, to restore the paralyzed muscles. Such cases have become common. You doubtless know of one or more among your own friends or acquaintances.

Brain localization of the motor centers having been thus thoroughly established, it is highly probable that the various intellectual processes also have their definite cell centers.

Nature is always systematic in her work. She does not do one thing in accordance with definite and fixed laws and a similar thing in a helter-skelter, hit-or-miss fashion.

Motor brain cells being grouped in definite parts of the brain, it does not seem probable that the cells that function in the intellections should be mixed in a heterogeneous mass.

That we know very little of the marvelous process by which food becomes thought is true.

#### A Working Hypothesis

But we can never learn more by clinging stubbornly to our blind ignorance. We must carry on the investigations begun over a century ago and contributed to by hundreds of earnest seekers after truth. In order to do this, we need a working hypothesis, and I know of none more satisfactory than the one I shall offer here. The original thought came from "A History of Science," by Dr. Henry Smith Williams. I have amplified it somewhat. If the reader does not agree with the theory, he should at least remember that it is not offered as a scientific fact, but as a hypothesis. Also, if anyone who disagrees has a better theory upon which to work, it would give me great pleasure to receive it, since my one great aim, as a scientist, is to discover truth.

That brain localization offers the most satisfactory solution to mental problems no one who has studied the subject thoroughly and carefully can deny. It is also true that it has never been disproved except negatively. Indeed, one center is universally conceded by investigators—that of the memory of words.

On this point, Dr. Williams, whom I have before quoted, has this to say:

"It was proved that a veritable center having a strange domination over the memory of articulate words has its seat in the third convolution of the frontal lobe of the cerebrum, usually in the left hemisphere."

In very recent years, there have been a few cases of attempted reform of criminals and insane patients by trephining the skull and removing irritation or pressure from different brain areas. One noted case was that of Frank Currier, a brilliant attorney in Chicago. After an injury to his skull, he became emotionally insane, although retaining many of his splendid mental faculties unimpaired. An operation was performed, in an effort to remove the cause

of his mania, but was unsuccessful. He lived for fifteen or twenty years in splendid physical health. After his death, an autopsy revealed the fact that the surgeon, in performing the operation, had missed the splinter of bone that caused all the mischief, by the fraction of an inch.

Only last winter, Dr. DeWitt Wilcox trephined the skull of a young man to remove an irritation caused by an injury. As a result of the injury, the young man, who bore a blameless reputation, had become a kleptomaniac. After the operation and removal of the irritation from a certain area of the brain, the patient declared himself entirely cured of his itch for other people's property. But it is too early, as yet, to determine, scientifically, whether or not he was correct in his claim.

Whether or not one cares to accept the theory of brain localization of mental functions, this fact can be proved by each for himself, beyond all doubt:

#### **Head Shape and Disposition are Correlative**

Observe the long headed, the round headed, the square headed, the high headed, the wide headed, the low headed, and the short headed men and women among your friends and acquaintances carefully. Note their leading characteristics, and see whether or not they do not agree with those assigned to each shape of head in my article on head shapes in THE BUSINESS PHILOSOPHER for April.

As you gain facility in judging the shape of the head, so you will increase your accuracy in finding the relation between that shape and the disposition of the owner of the head.

Remember, in judging heads, however, what I have before said about size and weight not being alone the tests of intelligence. Although congenital idiots, as a rule, have undersized and underweight brains, it is not scientific to try to make the rule apply too broadly.

Two men with brains of equal size and weight may manifest entirely different natural mental capacity and disposition. This difference may be due to one or both of two causes:

First, there may be a difference in brain-texture;

Second, there may be a difference in the distribution of the cells.

The texture of the brain corresponds in fineness and consistency to the texture of the rest of the organism, as shown in skin, nails, hair, beard, and features. And the finer the texture of the brain, the greater the mental capacity—other things being equal.

The distribution of brain cells has to do, of course, with brain localization and head shapes.

#### **An Easy Classification of Brain Centers**

For the purposes of this discussion, the head may be divided into halves by both horizontal and vertical planes. That is to say, a horizontal plane may be drawn to divide the head into upper and lower halves; a vertical plane to divide it into front and back halves.

If, in the distribution of brain cells, the larger proportion are found to be in the upper half of the head, then the person wearing that head upon his shoulders will be found to possess a good development of all the higher intellectual, moral, and spiritual qualities, such as faith, hope, benevolence, justice, firmness, sublimity, ambition, humor, reasoning power, and constructiveness.

If, on the other hand, the majority of brain cells are to be found in the lower half of the head, then the person will be stronger in the more material qualities, such as love of good things to eat, love of money, love of sex, destructiveness, combativeness, love of children and animals, love of life, and perception of form, color, time, tune, weight, order, numbers, etc.

If the front half of the head predominates in the distribution of brain cells, the person will be intellectual in his tendencies. If the back half, he will be more inclined to the social side of life.

In closing, my word of hope to you is in emphasis of the statement made at the opening of this article:

No matter what your present head shape or brain development, you can round out your character and its various powers by self development. The building of the positives and the overcoming of the negatives means only that you shall increase the functioning of brain areas that you have not heretofore fully used.

# THE DAY AFTER

By JOHN NICHOLAS BEFFEL

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Thoughts Inspired by a Get-Together Banquet in an Eastern  
Manufacturing City That is Struggling to Get Out of the Rut

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THE big night is over. Our guests of honor have spoken, and have gone their way. We have toasted our country, our President, our distinguished speakers, our city—and ourselves. We have filled the air with applause when an inspiring thought was sent reverberating across the great armory. We have sung “Has Anybody Here Seen Kelly?” and we have sung “America.” We have stood on our feet and have loosed our voices in mighty cheers.

¶ And now?

¶ Another day has come, and we are back at our work. Some time before the hour for bed comes tonight, let us sit back and let the world run by for a few minutes—and think deeply. Let us ask ourselves this question: What did last night mean to us? What was the big dominant thought we carried home with us?

¶ The principal speaker uttered one word that is the keynote of Big Success. That word is “Enthusiasm.” It is the beginning—and the culmination—of all things worth while. All other qualities are as nothing if we lack enthusiasm. As the speaker said, it is the white heat that fuses all the other qualities into one effective mass.

¶ An enthusiast is a constructionist. His first impulsive ideas for building great structures may have faults, but if the enthusiasm is present the proper ways and means to an end will come of themselves. Anyone can be a destructionist. Anyone can tear down. The profession of the knocker is the easiest for which to qualify. It is the man who, recognizing all his own limitations, goes ahead and fights for what he wants, that wins.

¶ To make our city greater we must make our individual selves greater. We must believe in ourselves. There is nothing selfish in saying, “I am strong. I can do things. I believe in myself.” Only the narrow-minded will look upon a man who speaks thus as an egotist.

¶ The day of the humble is passing. This is the age of the strong—of those who can make good. Success is not for him who stands back.

¶ To make our city and ourselves greater we must first decide what we want to do. The plan is the thing. Along what lines shall we develop our city and ourselves? What do we want to do? Let's get right down to close thinking and decide that question. Then let's cast about for ways and means to accomplish our ends. Knowledge is power. And knowledge comes from experience, and observation, and asking questions of men who have made good.

¶ What is the big thing we want to do? Let's concentrate our energies on the big thing, and the smaller things will follow of themselves. And to do big deeds we must broaden our outlook. No success is greater than the outlook of the man who achieved it. Narrow minds and knockers go hand in hand. We knock our neighbor and forget our own shortcomings. Let's cheer up and get at the big thing.

¶ Too many of us are lashed to the mast of tradition. We fear to attempt the new because we are afraid to abandon the old. We bend the knee to the same gods to which our ancestors knelt. We vote as our fathers voted. Men say, "If that party was good enough for my father to vote for, it is good enough for me." They forget that times are changing. Each day finds the face of the world transformed.

¶ We must become better optimists. There is too much fear in our hearts—fear of the unknown. When business slows up, too many of us stand around and tell how bad it is instead of devoting effort to bring about betterment. We stop planning for the future, we stop radiating good cheer, and look for new ways to cut down expenses.

¶ When we begin to paint gloom-pictures we admit that the gods have us guessing—that we are duly qualified candidates for the toboggan.

¶ Let us turn our faces toward the East. Let's turn a look of pity on the man who is thoughtless enough to say that business is bad, or that the country is going down-hill. Let's lift him up. Let's inoculate him with our own enthusiasm.

¶ This is a great country and a great world. Both are growing better as the days mount into years. We are not going backward. We must go on.

¶ Get Glad!

# Character and Personality Building

By ANNA GRIFFITH SHELTON\*

## ARTICLE IX

**W**HAT are the rugged foundation stones of *area* philosophy? Character and health.

We have learned that our body must be perfectly in tune, at ease, that the positive essence may reveal itself through this physical instrument.

You will remember that the positive essence is the material from which the positives are developed. It is the character materials which, when properly developed, grow into positive qualities of body, mind and soul.

Again, it is that central magnetic force of real manhood and true womanhood, born of the positives of body, mind and soul.

We know that we must practice nine things to gain endurance. When we gain endurance of body we have health of body. The body is a perfectly adjusted instrument. Through this instrument we may draw out character and vision personality.

You see the central magnetic force born of the positives is the real man or woman. Your body is the clothes your character wears. The outward expression of the real you is personality.

When we build the character of our child, then, we must develop the positive qualities within it. The outward result will be revealed as personality.

If we develop a combination of the positives—patience, loyalty, faith, cheerfulness, obedience and action—we have a generally pleasing personality. But we need even more than this to win in a large way.

A combination of courage, ambition, acquisition, thoroughness, decision and action will make a forceful personality. But the strong, rounded-out personality is the one that has a large combination of the positives developed to a marked degree, including insight and discrimination.

Such a personality has a well finished ability room. It lives in the shade of the tree of reliability. Its will is a king capable, decided, but self-controlled. Its action ever results in good deeds.

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This is the character and this the personality we would build for our child. This is the *area* personality, for in the *area* individual the character force is all-round positive to a marked degree.

## The Basis of Development

To be successful in character building we must attain our ideal of personality and preserve it as well. The daily practice of drawing out the positive qualities of body, mind and soul, then, is the way to grow character and build personality.

Mother teacher, you have dowered your baby with an *area* legacy and now in the parental period of education you are continuing to unfold the man or woman child, through suggestion and practice, by easy stages, into the rounded out man or woman.

You are continuing to train baby's ability, reliability, endurance and action. You are watching and drawing out, educating, its body and three mind parts. You are directing the development of its body and its knowing, feeling and willing powers.

You are careful to draw out only positives. You avoid the development of the negatives. This you accomplish through careful handling and wise use of suggestion and action.

You are living the *area* philosophy yourself and baby is learning also to live it by imitation and practice. Your little baby of two is unfolding from his inherited *area* legacy plus right present environment. The heart, of course, of the right present environment is in the strong personalities of the child's mother-teacher and father-protector.

For what is a child? A child is the sum of the past experiences and reflections of the race, plus its prenatal legacy, plus its own experiences and reflections during the second and third periods of education.

An *area* child is the sum of the past experiences and reflections of the race, plus its *area* legacy, plus its own experiences and reflections during the second and third periods of education.

The *area* legacy is its greatest treasure. The present environment is the most potent influence in drawing out the *area* legacy.

When the present environment is right, is positive, the child utilizes the treasure naturally. If otherwise, the negatives will gain a hold upon it to greater or less degree.

#### Growing the Positives

An *area* child will draw out its character lines ever more and evenly and distinctly until the square is true and distinct. An *area* personality is the result.

Train your child daily now for the development of the positives of truthfulness, order, kindness, courage, honesty, loyalty, cheerfulness, generosity, thoroughness, earnestness, charity and as many others as opportunity and time will permit you to draw out in these days when baby looks to you for guidance.

By repetition of practice in drawing out the positives you will build character and personality, for by repetition and practice you will form the habit of growing the positives. As the positives grow you build sterling character and gain strong personality.

When your baby is three years old he says many words distinctly and forms a number of sentences. Work for thoroughness, clearness, and understanding by telling a simple fact about the objects in which baby is most interested.

Gain a richer concept for the child in this way. Get very rich concepts of the word apple, horse, cat, bee, bird, stone, tree, etc. Then give baby one fact at the first telling, and gradually add what you know, until the child knows several facts about the object it names.

#### Teach from Familiar Objects

Baby imitates sounds as does the parrot. He may often name things of which he has no sense knowledge. Words are only signs of ideas. Right now is a proper time to grow the positive habit of using words and ideas that are baby's own, because he not only names the object but knows about it, and something of that for which it stands.

We know this is wise, for children are ready to learn the right way and this practice repeated enough will eliminate the child grown tall who talks other thinking people's clever phrases, and who uses well

turned sentences second-hand as though they were his own.

We can usually sense a false ring to the conversation so framed.

When baby is learning to say things about objects, help him to get as much truth about them as you possibly can. A list of names, that are simply names and no more, hinders the growth of true ability. It hinders the development of the positive of right thinking.

A few facts and simple explanations is the way to grow rich concepts in the mind of your child. Clear, honest answers to the direct questions asked about objects helps to unfold the growing child into a truthful, able man or woman. Make a habit of keeping to the truth in this particular. Tell these facts quietly and without telling overmuch at a time. Do not overload your child's mind by overfeeding him at his mental meals.

Happiness is the prime object of the child's existence as much as it is that of the adult existence. So aim to speak convincingly, quietly and truthfully about the child's familiar concepts and avoid letting the child know that you think he knows more than other children. A forward, overconfident child is an imposition one should not inflict upon other members of society.

#### The Danger of Precocity

Always avoid the cramming process. Possibly your child is beyond the average in development of the ability side of his character at three and a half years. He picks up large words, recites very easily and is fond of showing off. Of course, you are very pleased over it, and the tendency will be that of showing everyone how much brighter than other children our baby is. But be careful not to spoil the character square of your child just at this point.

When you can have an audience for your child that will give fair praise quietly, you will be acting wisely when you occasionally give the child an opportunity of publicly telling what he knows. But avoid the odious flatterers. There is much mental suffering ahead of the child who is unwisely taught to see himself out of proportion to his true value.

Again, many children have ability large and endurance of the body below par.

Frequently we see such cases—the mental side developed at the expense of the body side. Mental energy is vigorous material. It needs a strong physical body to keep it in bounds. The parents of such a child should build up the endurance department. Watch the reliability and action departments. Work for a balance of the lines in the character square of your child.

Once we knew a little girl of two and a half who could repeat hippopotamus, Chesapeake, Indianapolis, contemplation, physiology, and a number of other long words after her mother. The mother was constantly showing the child off to friends who came to visit. Even at this early age the child was beginning to look at her listeners as much as to say, "Don't you think I am cute?" The child had a delicate body. Her memory was very good for such a baby, but the sorry time came later when baby was eight years old. She was very nervous, delicate and extremely irritable and conceited. It took many hard lessons on the part of mother and teachers to undo the false instruction.

#### **Make Haste Slowly**

Such practice was not nourishment. It was not proper use of useful knowledge. It was a crooked drawing out of the lines in the character square. The child used words of which she knew nothing.

It would have been better if the child had had some gold fish to watch, a kitten to play with, or some seeds to plant and watch develop. A child of this mental capacity will nourish and use his mental life naturally and intelligently through these means. Normal, balanced development will come through the child's actual experiences and the reflections he gains from contact with living pets.

Add your truthful facts and careful answers to questions and you are traveling over the track of truth which leads to true education. Teach one fact at a time. When one is understood, add another. Use familiar objects first. Talk about the things the child can handle and sense for himself.

Then give your added knowledge. Go not out of the child's present environment until it has become familiar and has a reliable knowledge of things at hand. Do

not ask your child to learn much about things he will not use for a long time.

Do not ask your child to cross mental bridges far ahead. Wait until he comes to them. Your part at this time, mother-teacher, is the offering of useful knowledge about an object at the right psychological moment. The right psychological moment is the moment when your child asks with eager interest, a why, a what, a how, or a when about the object in question. This is the time when the mind room is ready for more furniture in the shape of truthful facts, useful knowledge.

#### **Balanced Development the Ideal**

Again, a shy, thinking child should be encouraged to express himself to others. Such a child should be encouraged to speak and play with other children. Some mothers think their child will do better to be brought up alone. An only child brought up with adults, only, has a sorry life of it. It is unnatural. And the best results are not gained in this way.

A child must be happy and contented to be a successful child, and a child brought up with only father or mother and other adult friends always about him cannot be happy and content. He will not fit right to the measure of child developed into man or woman.

Work to balance the combination of the developing positives in your child. It is the child unfolded that is the builded character, the developed man or woman. A child that has not the experience of a natural childhood, carefully shielded from harmful negative influences of course, is deficient in some portion of the unfolding.

The character builded while adults only are about a child during his early childhood will be warped in some of its positives. Unselfishness and spontaneity are likely to be dwarfed in development. So choose little playmates for the child. The team instinct is a natural one and develops early in childhood.

#### **Manhood and Womanhood**

A child is a problem in addition. He equals, remember, the sum of the past experiences and reflections of the race, plus his prenatal legacy, plus his own experiences and reflections during the parental and school-day periods of education.



We commonly say a child has reached manhood and womanhood when he enters the fourth period of education—the school of life period. But the real development takes place when the central magnetic force of character is developed into positives of marked degree. Usually this state is not certainly fixed until some time during the fourth period of education.

When your child undergoes this change—grown positives plus fixed habits of developed positives, then his character is builded, his personality is in evidence. Then he or she is truly man or woman.

The difference between a haphazard character and a consciously builded *area* character are very great. The first difference is in the qualities in the legacies. The second difference is the quality of the experiences and reflections which will come to each.

Is there not room for improvement in the culture of human beings as in everything else? Is the old time house as desirable as the modern bungalow or cottage of the modern architect?

Is the old iron-rimmed buggy as desirable as the rubber-tired runabout? The old rattling dray as desirable as the quiet moving auto truck?

Which is the more desirable—the wild rose or the American Beauty rose, the haphazard child or the *area* child, the inharmoniously formed character or the scientifically built character, the unconsciously builded man and woman or the consciously builded *area* man and woman?

Education is working toward greater perfectibility. The child of the future holds within himself the magnetic forces resulting from a consciously acquired prenatal *area* legacy and a conscious unfolding of this legacy through the developing of the positive qualities of body, mind and soul through each of the three succeeding periods of education.

#### A Lesson on the Character Square for the Mother Teacher

The *area* child has his most potent periods of education filled with character materials consciously placed there by his parents. His central magnetic force is richly full of the positive qualities, the substance that unfolds itself into men and

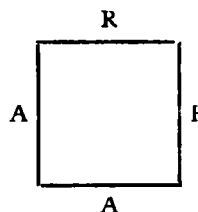
women of sterling character and strong personality.

"Little one, have you ever seen anything square? Do you know what I mean when I say that is a square box?"

If the child does not know, explain that the box has four equal sides and then say that anything having four equal sides is a square.

Dwell on the fact that each of the sides is exactly even and equally drawn out. Turn the box with the bottom up, take pencil and paper, and draw the square.

Now ask your child whether your drawing has the same shape as the bottom of the box. Now let the child draw a square. If the sides are not equal, say, "Oh, no, dear, that will not do. You must have all the sides straight and equal." Then you draw one that is straight and true and show the child the difference. Then mark the sides of the good square



and the sides of the crooked square *area* respectively.

Then say, "Do you know, dear, that every day you are drawing a square without knowing it? You see, when you know or learn you draw one line, the A line. When you *feel* you draw the R line. When you care for your body you draw the E line. When you *do things* you draw this A line. You said this morning that you did not love sister because she broke your tin soldier. Now, when you said *that*, you thought a wrong thought and you drew a crooked thought line for your character square, for this square that you have drawn without knowing it until now is the square you draw out when you know, feel, will and act.

"Now, what did I say the A line stands for? The R line? The E line? The A line? Yes, that is right. Now, we may go on. Well, when you said you did not love sister because she broke your tin soldier you thought a wrong thought, your

Ability line (that's the word that means knowing) was drawn crooked. It was a wrong thought so your A line looks like this

"Then you did not speak the truth when you said you did not love sister because she broke your soldier. You know you not only thought wrong but you felt wrong, and so your Reliability line, your R line is crooked, too. You have not brushed your teeth or cleaned your nails today either; so you have not properly cared for your body, your good engine has been neglected. So your Endurance line, the E line which stands for the care of the body, is not true either.

"Then you left the soldiers out on the floor and mother had to hurry and pick them up before Mrs. L. came in this afternoon. Baby sister took one of them and played with and hammered it on the floor until she broke it. You see it all happened because you did not do right when you left the soldiers out of the box. You are told to put them in each time you are through playing with them. So really it was your wrong Action that broke the soldier, was it not? The negative fairies of carelessness and forgetfulness have been with you instead of the good fairies of thoroughness and memory.

"So your Action line, the line that stands for the things you do, is crooked because you did not do a good action when you made it possible for little sister to break something and troubled mother to do your work for you, because you were downtown with me, and Mrs. L. came in before you came back.

"Now, these four lines stand for the self-square you have drawn. Do you not think it a fine thing that you may try to draw a better one tomorrow?

"Well, little son, just watch well your thoughts, feelings, your body and actions. When you make them just as good as can be you will draw a true self-square.

"Another name for this square is character square. This is the real name of yourself square. When I say, 'Charles, how are you drawing your character square today?' you will understand what I mean after this, and you intend to try and draw

a true character square every day, do you not?"

"Yes, mother."

#### A Positive Suggestion

"Well, dear, always remember that drawing true daily character squares grows the good habit of making a true character square every day. When you draw these character squares enough times you will become a man with a sterling character. Then all the people you meet will say, 'That man has a strong personality. He is a great thinker. He can be depended upon every time. He is very fine-looking. His body is so clean and he is so healthy. He is always doing good things. He is happy, and everybody likes to know him.'"

Such a one is the representative man or woman we would aim to find in our baby grown to manhood or womanhood. Let us not consciously falter in our guidance during the parental period of education. For the basic part of the great foundation stones of character and health are set during this time. The positive habits formed now will be repeated so often, during this, and the third period of education that the habits will be as adamant during the fourth period or school of life period of education.

#### The Time to Begin

The question is frequently asked, "When shall we begin to teach our children the language of the *area* philosophy?" The answer is, "By suggestion and practice during the prenatal period of education."

By example and practice the child will learn to apply these truths through imitation during the parental period of education.

As to the specific time when lessons like the foregoing should begin, it varies somewhat according to the development of the child. It is entirely possible to teach any child the fundamental truths of the *area* philosophy as early as it can grasp the truths in the catechism or leaflet in the Sunday schools.

A doubter has little or no faith in anything or anybody, because he has none in himself. He thinks everybody his enemy but his one worst enemy is himself.—*Orville Allen.*

# Harmonies

By W. E. FITCH

There's a heap of trouble brewin'  
For the man who "knows it all"—  
We will always find him stewin'  
Like a kettle in the fall—  
He "knows" what's going to happen,  
And it's always something bad—  
On his "Thought-dome" he is tappin',  
Just to keep from going mad.

There's a heap of joy a-comin'  
To the man who still can learn—  
He it is who's always hummin'  
As he tries his way to earn—  
Ever hopin', ever tryin',  
Just to do the best he can—  
"Nuthin' doin'" with the sighin'  
When you see the LEARNING man.  
—Pastor Bill.

THE other day I met a man who has made a sort of blind success of his business. In other words, he has made some money. But in the making of this money he has failed to observe the rules of the game and the outcome of it is that he is not looked up to and respected by his fellow men. He has done nothing to make the particular line of business out of which he made his money a better business. He has taken no part in building up the town in which he lives and which has been the very heart of his business. He believes, or says he does, at least, that it is a case of "dog eat dog" with all of us—that a man is foolish to be neighborly with men in his own line of endeavor; that they are apt to learn his secret methods and take away his business. He also says that he does not believe in trade organizations. That they are all run by a clique who are merely trying to "feather their own nests." All these and other things, he said, until I could stand it no longer, when I rose up to my full height and said: "I am truly sorry for you." And I certainly am.

## The Sufferer from "Know-It-All-Itis"

This kind of an individual is a lemon in the garden of business, an ulcer on the limb of society and is one of the "fifty-seven varieties" of reasons why it is hard for those who really desire to better conditions to make enough progress to justify the sac-

rificing of time and money in the interest of the general good.

You have all met this fellow. He inhabits every community and is always on hand to spread the icy blanket of his croaking over every move that is made toward pushing the standard over into new and more promising fields of human endeavor. He believes in the old-fashioned things.

"The religion of his fathers is good enough for him," and the business methods of the cave dwellers just suit him to a T. There can be nothing new to learn about business. That there could be such a thing as a science of business would be laughed to scorn by him. He is the "final remark" on every subject and all plans for future advancement must be suggested or at least be O. K.'d by him if they are to escape the wrath of his blue pencil.

On the beautiful granite monument that will some day mark the last resting (?) place of this individual—for he will see to it that there is one—should be engraved in large bold characters—HE GOT THE MONEY. But do not let us forget that in getting it he also got the contempt of his associates and in addition to this he missed the very best part of living. Which same is to add something to the common stock of knowledge and understanding, to deal largely and liberally in "FUTURES" and to contribute one's full share toward the welfare and happiness of his fellow men.

The man has not been born who has a deed in fee simple to all the knowledge on any one subject, nor will he ever be. An all-wise Providence has ordained that we shall be inter-dependent. Therefore any man who stands out and says, "You have got to adopt my way or you are on the greased chute with a through ticket to Gehenna" is a stumbling block in the way of progress and a menace to any society or business so unfortunate as to harbor him. He should either be converted or convicted; made to "come clean" or be passed into the discard.

Then, again, I know another man. This man, like all of us, has much to learn, and

he knows it. He has an open mind and is willing to learn. He tells me that he learns something from every man he meets. Says he wants to meet many that he may learn much. He has been unfortunate and his fellows in the business world have been kind to him. And now he is busily engaged in fitting himself so he can be of service to others. This man is not rich in this world's goods, but he has a generous supply of the greatest of all wealth, "The milk of human kindness," and he is on his way UP.

The world is looking for this man. There is a place of welcome for him in every community. It is he and his kind who are going to bring about the business betterment we hear so much about. Get this kind of men in a community or an industry and the rest is easy.

#### The Brighter Side

I never could understand why a man should want to be "grouchy," when it is so much less trouble to be agreeable. The world's bright spots are pointed out by the individual whose eyes penetrate beneath the veneer and search hopelessly the heart of things for qualities that are really worth while.

As a people we are very much inclined to live for the vanities of life. Very few of us indeed delve into the hearts of things. But these few are doing the lion's share of the world's work and are steadily pushing the hands on the dial of time forward to the day when success shall not be figured in dollars and cents, but rather by the amount of SENSE one has contributed to the upbuilding of the business and social life.

There can be no doubt that the business world is growing better. Men are showing more consideration for each other. Might no longer makes right and the old idea of barter and trade is being converted into scientific business methods. There is a moral obligation resting on each of us to use some of our energy toward the advancement of the general welfare of our associates in business. Or, if you please, to the raising to a higher plane the service of the particular industry we represent.

The dishonest manufacturer who makes faulty goods and covers up the weak spots

with filler and by the picking process is working a hardship on our industry, it is true. I hold that he is deceiving no one so much as he is himself. He is digging his own business grave and it depends on how well we do our parts as to how soon he either changes his methods or draws upon himself the inevitable result of his wrongdoing.

The law of compensation is as absolute and unerring in its workings as is the law of gravitation and will bring to each of us the kind of reward that is due us. This may be classed as some more "dream stuff," but let us remember that it was the dreamer who gave us the telephone, the telegraph, the incandescent light and hundreds of other things that are now good, solid, substantial facts.

It was the dreamer who knew that the world was round instead of flat and that here where we live and work as the greatest nation of the world was a western hemisphere.

It was more dreamers who connected these two hemispheres with pathways upon which travel our ocean greyhounds, and who have made a mere pleasure jaunt of a few hours out of what once was a matter of months, to say nothing of the many dangers which have now been reduced to the minimum.

If it was the dreamers who have given us all these things, one may indulge himself occasionally in this sort of mental gymnastics and still feel that he is in pretty good company.

All of which has been picked off the wire at odd moments.

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Optimism is to the individual what the motor is to the street car. It not only starts things, but it is necessary to keep things going. It's the magnifying glass to the possibilities of a greater life. All the knowledge, experience and ability won't put you above the commonplace if you are short of that compelling force—optimism.  
—Orville Allen.

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People, the most of them anyhow, will believe in you if you believe in yourself. Faith in self is a necessary asset for success.—Orville Allen.



# The QUESTIONS OF SOCRATIC

BY ARTHUR W. NEWCOMB

**F**LUSHTON mopped himself into the office and stuck himself to the nearest chair.

"Unusual weather," he exuded, ironically cheerful.

Fussberg fell over into his wastebasket. I soaked him out with a handful of blotting paper.

"It is a little warm," admitted Wiggins, adjusting the electric fan so that it would send its breezes toward Ada Cricket. "But you know yourself that our summers here are usually ideal."

"No," gulped Fussberg, wringing out his handkerchief, "I shall not kill him for that bromide. Better that he should stay here with us and endure this hotness than that we send him to the comparatively cool depths of Gehenna."

Wiggins looked perplexed.

"Really suffering from excessive temperature, Fuss?" angled Flushton, edging over into the neighborhood of Ada Cricket.

"No, Flushton," soothed Fussberg, patiently, "I am merely rehearsing for my appearance in the title role of a little one-act comedy called 'The Melting Spot.'"

## Something Hotter Than Sultry Weather

"Want me to tell you how you can get so you won't notice the heat?" offered Flushton. "I discovered it accidentally, and am willing to give you the recipe free of charge."

"Yes, go ahead. I bite."

"Well, then, try to handle the crowd of imbeciles and ingrates whose names are frescoed on my pay-roll. You'll tumble into so many kinds of hell-fire that this Santa Ana wind will seem like the output of Wiggins' electric fan."

"Why, I thought you had introduced the millennium in your store by means of that class for the study of some science or other?" wondered Wiggins.

"It did help a lot. I should have sold out the business to save myself from the entomological collection if it hadn't been for that course of study. But, somehow, something seems to tell me that there are still a few rough bits of stone and some scrap iron in the bearings of my business machine. Makes an awful noise when I am trying to lend my ear to the music of the golden disks. And my nerves are sensitive to that kind of rumpus."

"Well, according to your own theories, often loudly proclaimed, the trouble is with you, Flushton," crowed the naughty Fussberg. "You have told us that the way to have good help was to instruct, drill, and educate them ourselves—that every man had in him the making of an expert if we only helped him bring it out. How about it?"

"Well, I got that from Socratic, and it worked wonders for a while. I thought I had found the philosopher's stone—the golden key that unlocks all the padlocked gates on the road to success. But, of late I am beginning to wonder about it. If some of those cork-souled automatons down at my store have anything in them, I think it must be wet sawdust. It is just about as responsive."

"But you must have trained some first-class help by this time, as well as discovered some hopeless cases."

## A Girl's Wisdom

"Yes, I have half a dozen of the very best men in town, thanks to the science we have been studying and applying. But they are making this hot weather seem like a breeze from the ocean in comparison

to the hot water I am in all the time on account of their quarreling and fighting."

Then spoke Ada Cricket.

Only once before have I reported anything from our stenographer.

And that was just one sentence.

Nor have I ignored her remarks in these chronicles.

As a rule, Ada sits demurely and flits her fingers over the keys of the Underwood while the rest of us chew up cubic miles of widely-advertised California atmosphere.

But we had all learned, long before, that the little stenographer had an intellect as nimble as her fingers.

So we listened while she spoke.

"Know anything about horses, Mr. Flushton?"

(Oh, yes, Ada had worked with Socratic so long that she knew his method, and could use it as well as he—and he said better.)

"A little, Miss Cricket," he came back when he had caught his breath.

"You make a business of training them on your stock-farm, don't you?"

"Yes, I get a lot of recreation that way. It's a refreshing change. One can tell something about what kind of horse he will develop when he takes hold of the colt."

"And do you, by any chance, ever try to make a trotter out of a Percheron colt?"

"Why, no, of course not."

"Ever try to train a pinto to be a coach horse?"

"No."

"Or a Shetland to be a hunter?"

"I give you my word, Miss Cricket. I have never made any such experiments."

"How do you tell a coach horse from a saddler?"

"By his size, conformation, and action."

"How do you judge of the disposition of a horse?"

"By the shape of his head, the appearance of his eye, and other points."

"And you can always tell?"

"I don't make a mistake once in a hundred times."

"How did you learn to judge so accurately?"

"First from my uncle, who was a master horseman. Then from books I have studied. And finally, by years of actual observation of horses."

"Which is most important to you—your business or that stock farm?"

"My business, of course."

"It means more to you to have your head salesman make good, doesn't it, than to have one of your horses win a blue ribbon?"

"It surely does."

#### What Flushton Ought To Have Known About Dodson

"And yet, when I visit your store, Mr. Flushton, your head salesman reminds me of a Percheron trying to run a steeple-chase."

"Well, he is certainly poor enough at the job to be just about that bad. But I have been hoping all along that he would develop under training. Don't you think he will?"

"I know he won't. - And if you had studied men as carefully as you have studied horses, you would know it, too. That man would make an invaluable chief accountant. He is patient, plodding, good-natured, fond of quiet, good at figures, quick at detecting errors, neat, methodical, orderly, and loyal. He has good executive ability, so that he could plan the work for his assistants and see that they did it."

"Great Paprika! How on earth did you find out all that? Do you know Dodson?"

"Never saw him but once in my life. How many times do you have to see a horse to tell whether he is a Shetland pony or a thoroughbred?"

"But—but, how? I don't understand?"

"Did you never observe that Mr. Dodson, as you call him, is very dark in color? That his mouth is concave, with turned-up corners? That the bridge of his nose is low? That his brow is full over the eyes? That his head is wide just about the ears, and has square corners, front and back? That his jaw is pointed, rather than square?"

"Well, now that you mention it, I can see that you have painted a lifelike portrait of him. But do those things always indicate what you have told me about Dodson's abilities?"

"Is a carriage horse with a broad, square face and badly set eyes and ears always bad-tempered?"

"Never trust a horse like that, Miss

Cricket. He's as treacherous as Satan.."

"Well, since you are so sure that the shape of a horse's head and face are reliable guides to his disposition, why not be consistent?"

#### Expensive Ignorance

"But a horse is a simple proposition, and a man is about the most complex and perplexing creature on top of the earth—except a woman, of course."

"I don't know whether I ought to thank you for that or not, but I give myself the benefit of the doubt. Gracias, Senor! But even if a man is more complex than a horse, isn't he worth taking more pains to study?"

"And, according to that logic, of course, a woman is a more profitable study than a man—if one could really learn anything about her in a thousand years. I guess you're right about that, Miss Cricket. But men have learned how to mask their real feelings and purposes. The most innocent looking angel of a fellow I ever saw was a confidence man."

"Yes, and he had LIAR written all over him in letters as big as his features, if you had only taken the trouble to learn to read them instead of spending so much time in college on Greek pot hooks. What fooled you was his delicate coloring, his smooth skin, and his assumed air of utter frankness. But if you had known the A, B, C's of character analysis, you would have seen that he had a roof-shaped head, wide at the ears, and above them, and that his eyelids drooped at the outside corners."

"Good grape-nuts! You have described him to a hair line. Did you know him?"

"No, but those are the marks of a confidence man."

"If I had known that, it would have saved me some very sweet money."

"Yes, and if you knew just a little more about how to read men, your store wouldn't be a bear garden of squabbles all the time."

"Why?"

"Because you would know what temperaments would mix without fire-works."

"Say, Miss Cricket, I'll give you a hundred dollars a week to come down to my store for a couple of weeks and help me re-arrange the ingredients of my organization. No bluffing!"

"Thank you kindly, Mr. Flushton, but that isn't my profession. I'll tell you what I will do, though. I'll tell you where you can learn this science for yourself."

Now the heading under which this diverting narrative appears makes it necessary that Socratic ask some questions. Up to this time, however, he had been listening placidly to the output of words. The mention of science punctured his placidity, and he shied his castor into the ring with this:

"Do you mean to say, Ada, that this character reading has been reduced to a science?"

"Yes."

"You don't call the helter-skelter hodge-podge of phrenology and physiognomy a science do you?"

"Not much! But the facts gathered by biologists, anthropologists, ethnologists, anatomists, physiologists, psychologists, phrenologists, and physiognomists have been sifted and verified, other facts have been discovered, laws have been formulated and tested, and the whole array has been classified and correlated. And that constitutes a science, doesn't it?"

"Do you understand this science?"

"A little, in an amateur way."

"And can you apply it generally as well as you have here this afternoon?"

"Of course that takes some practice, but I am learning."

"Then what in the name of the almighty dollar are you doing around here at eighteen per. Don't you know that a working knowledge of that science makes your services invaluable to every business and professional man in the country?"

"Because I think they would be better off if they were to learn the science for themselves. It isn't so difficult."

"Do you know, Ada, I sometimes think you have a man's mind, with all your distinctive femininity?"

"I'm not so sure that's a compliment, Mr. Socratic."

"Upon serious consideration, neither am I, Ada. But we do all want to learn this queen of sciences, since it is the key to the problem of the largest factor in every man's success—the human element. Don't we, boys?"

And then we all spoke at once.



# Success in Retail Selling

*By M. S. BOOTH, of the Hudson Bay Company*

*Address Delivered Before the Business Science Club  
of Edmonton, Alberta, Canada*

**Y**OUR chairman has said, "He will explain the requisites of a successful retail salesman."

I am reminded of a story, so old, I wouldn't presume to repeat it, except that it is so apt.

A Chicago man was going down the Mississippi River, on a boat, and when they ran ashore down in Louisiana, he ran up the bank to where a poor old colored man was sitting—no shoes, just an old cotton shirt, jean pants, and one suspender from the South West up over the North East. The Chicago man said, "I say Sambo, can you change a ten dollar bill?" The darky arose, and nervously replied, "Deed I cain't, boss, but ah 'preciate the honah."

I am in the darky's class, gentlemen, "Deed ah cain't, but ah 'preciates the honah." However, I'll do the best I can.

I don't expect to say anything new. What I do say will be based on my studies and personal observations, and as the field of study and experience is common to all, you've doubtless heard the same ideas expressed before and better; however, bear with me, and, if my remarks do not prove a cure, they may prove a tonic.

The life of every business is salesmanship. Every business depends on its selling for existence. Stagnation at the selling end produces heart disease in that business. The greatest handicap a business can have is a poor selling force.

All men are salesmen to a greater, or less degree.

The lawyer sells his knowledge, the physician his skill and ability, the merchant his wares, the banker, money, the railroad president, his ability to build railroads, find new business, handle men, etc. So we are all interested in salesmanship. My share of its consideration to-night will be as regards successful retail salesmanship. Notice I emphasize "successful," this to point out to you that all men who can sell, who are good sellers, are not successful salesmen, as I will explain to you later.

My remarks will apply just as forcibly to the wholesale as to the retail salesmen. The same principles prevail.

## **The Value of Study of Science of Salesmanship**

Before entering upon a discussion of my subject, I wish to set at rest a matter I know is uppermost in the minds of many here. Knowing that I have been a seller, and trainer of sellers for twenty-five years, and am a graduate of The Sheldon School, you wish to ask me, "Do you honestly think such a course of studies will do me any good? What can it tell me? I've been selling for 15 years, and never lost my job."

I answer you emphatically, I advise it, by all means. Such a course can do you much good. It can tell you many things.

Education is the training of the mind. Such studies train the mind as pertaining to business. The better your education, the better salesmen you'll be, the better you can recognize possibilities when you see them, and the better you can take advantage of them.

The intent of these studies is to make you a better man and a better salesman, by getting you to think of the whys and wherefores and results of your daily actions.

Thousands of men saw the top of a tea kettle bob up and down when the water boiled, one man stopped to reason the whys and wherefores and results. You know the rest.

Amongst your studies you will meet two subjects, which, if you gain control of or master, will prove valuable assets to you as long as you live, no matter what your future career may be. One is concentration, and the other is suggestion. I will take up the second more fully later this evening.

Now take my advice, banish from your minds the spirit of criticism, go into these studies with an earnest intention of getting from them all that is in them, and between the lines, and do a little thinking for yourself, and you'll never begrudge the

time, trouble, or money you've spent on them.

The successful retail salesman must be *sober*, must be *truthful*, must be *enthusiastic*.

#### **Sobriety Essential to Success**

There is no place in the modern business world for the drinking man. The time has long since passed when the boss would say, "Oh yes, Jones drinks a good deal, but when he's on the job, he's as good as two or three of these other men."

Never again—if Jones can't ring in on the clock in the morning, out and in at noon, and out at night with the rest of the employes, some one else has Jones' job.

The half shot man gets little if any consideration in business nowadays, and his foul breath, foul smells, and spotted clothes make him a disgrace to his friends and an abomination to his business acquaintances. Personally, I've given up in disgust trying to reform such men. It's a thankless and losing job. There's nothing you can say to them or feed them that will make good their always repeated promise of "never again." Their own manhood is their only salvation.

#### **The Successful Retail Salesman Must Be Truthful**

Truthfulness marks the difference between the successful salesman, and one who is just a good seller.

The man who lies to sell cannot come back and sell again. The buyers don't come back to such a man.

The liar may make money on the first deal, 'tis true, but he's a dead one ever after.

It's the future we're dealing in, the present sale is just an incidental—it should be made a stepping stone to the future.

I know a man who seemingly could sell anything, especially if it was "P. M'd." Any good quality the buyer wished in that article, he would insist was there. One of his stock acts and talks in showing silks or wool dress goods was to take it as I take the corner of my coat and make a bluff of twisting it, at the same time screwing up his face and saying, "It shakes the dust, just as it does the wrinkles." The only thing he twisted was his face and the

truth, but when the customer looked in his face and saw how earnest he was, and saw the goods spring up fresh and nice—well, she was hypnotized, that's all. This man always turned in a big book, but he was not a successful salesman; people soon found him out, and would not go back to him. It is only in a large city and dealing with transients that such tactics last at all. He was not a business builder. A store suffers by having such men in its employ. Customers lose confidence in such a store and the confidence of the people is very hard for a store to get, and a very good thing to have.

The store that enjoys the confidence of the people does not depend on that day's business for that day's trade. It has a "Bread and Butter Trade" that is always with it. By the way, we notice that these men who have the longest promises always have the shortest memories.

My old boss always used to say, "If we must lie to sell goods, we will close up shop."

The store whose business is built on lies, has built on the sand. It is soon found out, and must close up anyway.

Always tell the truth about goods you are selling.

George Herbert says, "Dare to be true, nothing can ever need a lie."

Suppose for instance you are behind the table linen counter, and have your regular dollar damasks on the counter. Mrs. Jones comes along and asks, "Are these on special sale to-day?" Now if you answer, "Yes, Mrs. Jones, that is our \$1.50 line, they are special just for to-day, if you want any you had better buy it to-day," you will doubtless make a sale all right, but believe me, you haven't done anything smart. The longest way round is oftentimes the nearest way home, as you well know.

#### **Tact in Truthfulness**

Let us analyse this proposition. When Mrs. Jones gets home and examines the linen, or in its use she finds it is not any better than dollar linen she has bought regularly, and she will reason, "if that is their \$1.50 linen I can do better, and I will not buy the linen for Lucy's wedding there, that's sure." If you had told the truth in a tactful, scientific manner, you might not

have made that sale, but Mrs. Jones would have had confidence in you, you would have made a friend for yourself and the store. Mrs. Jones would have sent her friends to you, and would not only buy Lucy's linen there, but if Lucy stayed in the town and her linens came from your store, Lucy would buy many other things for the house adornment. And if Lucy had children—but why elucidate further?

You ask, "How then would you have answered Mrs. Jones?"

"Well, somewhat in this way, "No Mrs. Jones, that is our regular price, but (opening it) notice the width, and (reaching for piece after piece from the fixtures) here is the same in the snowdrops, and in the clover leaf, and the new plain center with the Grecian border. Notice how firm and strong, too, Mrs. Jones. It is pure linen, two yards wide, and has the satin damask finish."

Mrs. Jones would thank you for your interest.

Now I know that some of you men who sell ladies' gloves and shoes in particular are just aching to stump me by asking, "What would you do if a woman came and said, 'Four and one-half shoes, please,' and you tried and could not fit her in four and one-half, had to sneak on a five, and she seemed pleased, stood up and looked at them, and said, 'Yes, I will take these,' reaching for her purse. Then she hesitates and says, 'Size four and one-half are they?'"

Yes, I know it is a temptation!

But you must tell the truth, do not blurt it out and grin at her as though you had caught her trying to do you, but do it tactfully, artistically, scientifically.

How would I do it?

Well, I do not think I would let the transaction get that far, but if it was up to me, I would answer somewhat as follows: "Well no, you see in these fine shoes there is so much handwork, they differ a little, and (stooping and feeling the shoe) leather differs a little, too. See, there is your toe. See how it hugs your foot—how close over the instep. (Rising and glancing at the box) It is really marked a five, but I think that shoe will really give you better comfort and service than a tighter one."

Now notice, I did not tell her she could not wear a four and one-half, and yet I was truthful in every statement. If I missed the sale she would have so much confidence in the store that she would send her friends and family there to trade and the loss of that sale would be far offset. The next salesman who tried to stuff a five would have his hands full, too.

But you say, "Why bother so much, why not say, 'Yes,' and take her money—she will never know the difference. What people do not know will not hurt them."

That is going back to the sand-in-the-sugar, and finger-in-the-scale days.

Nowadays, successful business is fair, square and above board, money back fully and "in all truth" moreover.

Mrs. Jones went in to the country grocery and said, "Mr. Snyder, will you exchange some of your butter for this tub of mine?"

"Why, Mrs. Jones? I have always tried to get your butter and you would never sell me any."

"Well, Mr. Snyder, I found a dead mouse in this tub of butter, and our folks turned against it. It's all right, though, and what folks don't know won't hurt 'em."

After hesitating, the grocer said all right, took the tub to the cellar, soon returned with bricks weighing the same, and Mrs. Jones left.

Next week the grocer said, "How did you like my butter, Mrs. Jones?"

"Our folks thought it was too salty."

"That is funny."

"Why?"

"Because I took yours downstairs, made it into bricks and gave it back to you. 'What folks don't know won't hurt 'em.'"

So look out, tend to your knitting, and if you do lose the sale, and explain it right to the boss, he will be big enough and broad enough to see it right, else he would not be big enough and broad enough to have a store that warrants his hiring you. He'd know that angels could do no more.

#### **A Successful Retail Salesman Must Be Enthusiastic**

Remember we are building for the future.

Enthusiasm is the greatest business asset in the world. It beats money power and influence.

Enthusiasm is nothing more or less than faith in action. Faith and initiative rightly combined move mountains. Put some life into your work—cheer up—things are never so bad as they look. Smile.

The thing that goes the farthest toward making life worth while

That costs the least and does the most, is just a pleasant smile,

The smile that bubbles from a heart that loves his fellow men

Will drive away the cloud of gloom and coax the sun again,

It's full of worth and goodness, too, with manly kindness blent—

It's worth a million dollars, and doesn't cost a cent.

Believe in your goods, know them, live them, breathe them.

A salesman must have confidence in his goods, then he must publish them. The most convincing publicity is by word of mouth. Publicity is the connecting link between desire and fulfillment.

#### How Enthusiasm Made a Sale

After a dozen salesmen had failed to interest a superintendent with floor cleaning compounds of sand, sawdust, salt and coal-oil, naphtha oil, and carbolic acid, I saw a man make the sale. It was a pleasure to do business with such a salesman; you would gladly pay him a quarter or one-half a cent a pound more. How did he do it? He did not come in, bow, say, "How do you do, Mr. Superintendent," try to shake hands with him, and say, "My name is Smith, nice day isn't it?" No sir, not that man.

He did not come in and say, "My card, sir, we sell the cheapest floor cleaning compound in the market." No sir, not that man.

He did not come in and say, "How do you do, sir, if I can have a few minutes of your time I would like to explain to you the merits, etc."

No sir, not that man.

But what he did do and say was somewhat in this line: He was a mild mannered little old man, with a long, thin, black overcoat, so his appearance was not in his favor. He came in quietly, stood

aside until he caught the superintendent's eye, then walked up closely to him, looked him right in the eye and said very quietly but positively, "You have a splendid floor out there in the store, but the janitors are spoiling it. \* They are throwing wet sawdust on it every night, and that just makes a mud plaster over the whole thing. You cannot sweep a floor clean when it is wet. Then once a week they scrub it, and it spoils a floor to scrub it, roughs it up, opens its pores and rots the wood. Now we sell a compound that cleans it thoroughly, polishes it, does not allow any dust to arise, and drives moths from the room. I have a hard time to get janitors to use it; they like to throw water on a floor just because they have always done it. I had a severe task getting it into the schools. The school board finally let me sweep one of the rooms for a week, just to show them. On Wednesday of that week every woman school-teacher signed a petition to the board asking that my preparation be used altogether. The oiled floors spoiled their dresses. Now I am not trying to sell it to you to-day, I just want you to let your janitors use this to-night and tomorrow night. I will come and work with them, and see that they use it right. Then Thursday I want you to look at your floor, and I'll sell you some all right."

Why of course he sold it. It was a pleasure to do business with such a man. He was scientifically enthusiastic. He knew his goods. He had faith in them.

I saw a commercial man sell a merchant goods such as the merchant had on his shelves and were not moving.

He did wrong?

Not at all.

He demonstrated their uses, he was enthusiastic, he enthused the merchant, the merchant enthused the salesforce. They sold both lots, and a lot more.

I saw a man sell an ad in an evening paper when four men who thought they were experts failed.

How?

He said to the superintendent, "I understand you have a mistaken idea regarding our paper. See this list, two hundred and forty-six houses on Fourteenth avenue receive it, most of them customers of yours—

Mrs. Jay Gould, Mrs. Russel Sage, etc. Johnnie Jones delivers the papers. He buys every paper from us, can't have them till he pays for them. These people are his customers, so none are wasted. George Sorenson has Tenth avenue. There are one hundred and eighty-nine customers, see this list. We do not carry a fake mine ad, or a fake doctor ad. We drove Dr. Fielding, who was going to cure every ill, out of town, proved he did not have a licensed physician in his business, etc."

These points you will meet in the course of your lessons together with the importance of the approach, the necessity of securing attention, of creating desire, and last but far from least, of inducing action. This last is a very important point.

Many salesmen are good entertainers. They are earnest enough. They are conscientious enough. They show plenty of goods. But they are constantly hearing these remarks, which are just excuses to get away from your store, to buy elsewhere, "Well, thank you, I just wanted to see what you had," or "I'll see my dress-maker," or "Much obliged, I am not ready to buy just yet."

Such salespeople must study themselves to correct this grave fault. Above all, they must watch closely their customers. When they see favor shown any particular article, they should bear down hard on this, with all their persuasive powers, try to center the interest and not let it waver. They have a hard job ahead to correct themselves but it can be done.

#### Think Of Your Goods—Not Yourself

Two young men were behind the men's goods counter. One was of good family, splendid appearance, well educated, a thoroughly clean, earnest, good young man. But he was always thinking the other clerks were getting ahead by pushing him back, by stepping on his toes. For instance, he would be showing underwear. The customer would say, "Now, don't tell me that is all wool, I guess I know wool when I see it."

That was like shaking a red flag in front of a bull. The customer had doubted his word, and he would begin to argue. The longer he'd argue the louder he'd talk.

The result was no sale, and if the customer ever came back to the store, she'd take good care he did not wait on her.

Now, watch the other young man under similar circumstances.

First he had been porter, then in charge of the stock room, later clerk in the men's department, later in charge of both men's and ladies' hosiery and underwear, and today has in addition the kid gloves, leather goods and umbrellas in one of the best stores in California, and that is the kind of a job that pays money.

Young men now watch him. The customer says "That's not all wool, I guess I know all wool when I see it."

With seemingly one motion, he has gently brushed the offending garment aside, reached behind him, bringing out another kind at the same time saying very quietly, with a smile, "Probably you will like this kind better, it's ribbed and most people like it because it fits so well, or this. (Reaching behind again.) It's a little heavier."

By this time the customer has looked at him a couple of times, then pulled the first garment back, and meekly asked, "Well, is this really all wool?"

"Sure! We have sold it for a dozen years or more."

Of course he sells it to her.

She, with others, comes into the store daily and asks, "Where is that little dark man who generally stands here? I want that little dark man to wait on me."

Now let us analyse this situation.

Both were sober, honest and enthusiastic. Where the difference?

The first couldn't forget himself. Think of your goods, the goods can stand any insult.

In going through this world working for other people, you'll have lots of hard knocks, but you will have to grin and take them. Don't let these little things annoy you, shake them off as the big St. Bernard shakes off the yelping curs at his heels.

The valuable man in any business is the man who can and will cooperate. The foreman who antagonizes the introduction of any new man or idea, just because he did not first suggest it, will meet a gradual

but sure defeat. Men prosper just as they use the ideas and services of other men.

That second young man was always thinking of his goods.

#### Show Your Goods

For many weeks we kept tab and he sold 110 per cent more goods after the customer said her first "That's all," than before.

How did he do it?

Not by saying, "I do not suppose you want a hat to go with that suit, do you?" or, "We've just received some new ties, can I show them to you?"

No, not that way. He did it by always showing his goods while he was talking.

"Here's a hat that just matches your suit. Better have a whole outfit," or "here's a tie that just matches your skirt. See this stripe and that. Seventy-five cents for this one. Here are some more, same price, etc."

Good clothes, and good looks help, but they are not essential to successful salesmanship.

Keep well brushed, well shaved, well pressed, shoes shined, make yourself presentable, then forget yourself.

In the ladies' ready-to-wear department was a tall, stately blonde, with a lorgnette, always dressed in silks and satins. She could sell fine goods, too.

I said to her one day, "Where are they all?" meaning the customers.

This stately blonde replied, "Every time I look at Jonesy over there, (another saleswoman) she has a customer. If the customer says, 'Yes, yes,' Jonesy says, 'Yes, yes,' and if the customer says, 'No, no,' Jonesy says, 'No, no.' The next time I look, Jonesy is making out a check for a suit or coat."

Jonesy was a mild looking little woman. You would never look at her clothes. All you would see was a smiling, earnest face. When Jonesy had a customer, for all Jonesy seemed to care, the rest of the world could go hang.

#### Knowledge Wins Confidence

Know your stock, know where things are so that you can go right to them without looking.

If you have to look, here, then there, then below, you have lost the customer's confidence. The customer thinks you must be new, you don't know your stock, you have a doubly hard task, you have to prove yourself, then prove your goods, a way to be valuable is to be the man who is asked, upon whom the other clerks depend.

Ever go in a store, and as you pick a book up from the table, have a clerk say, "Books today, sir?" or as you look in a case of shoes, another says, "Interested in shoes?" or as you stop at the men's hats and glance at them, another says, "Can I show you hats?" You have doubtless answered "No" almost without thinking, sometimes even, if it was not for your pride you would change it, as you really wanted a book or hat.

What should the clerk have said?

"Some splendid (picking up a book) new novels there, ever read this one? (picking up another) Nearly all men like Happy Hawkins. It is like David Harum—has real human life in it."

Talk about your goods, show them, if the customer is not interested in them, or does not want any, she will tell you all too soon.

Don't chew gum.

Don't stand with a tooth pick in your mouth.

Don't manicure behind the counter.

Stand up on your feet; don't loll all over a piano, or pile of goods while waiting for a customer, and don't sprawl all over the counter when serving one.

#### Use the Positive Suggestion

When a customer is buying and has said, "That is all," don't—please, please, don't—say, "I don't suppose I can interest you in hats today," "Wouldn't want a sweater today, would you?" "I don't suppose you have time to look at a few new ties today, have you?"

Please, please, don't do that. Here is where you use suggestion.

Now, suggestion is not any new thing. The mother uses it when she says, "Well, did Sonny hurt his finger? Let mother kiss it well. There now, it's all right now." And it is.

The doctor uses suggestion when he prescribes bread and water pills, and bread and water pills have cured many—I did not say diseases.

Always keep your customer in a receptive mood.

Put a positive instead of a negative thought in the customer's mind.

Say rather, "What is next? better have a hat to go with that suit, etc."

Don't say, "No, we haven't it, all out," and then stand there looking as if you wanted to say, "Well, why don't you get out?—shoo! shoo!"

Of course you have to acknowledge you are out, but while doing so show the nearest you have, explaining its equal virtues.

Many a store has built a firm foundation by showing the nearest. But that was while the boss was waiting on trade. Now he is too busy in the office, and the clerks are too tired.

#### Practical Pointers

Don't get in groups.

Don't whisper together, while customers are around. They think you are making fun of them.

If you call your customer by name at least once during the visit, you have an advantage, it flatters everyone to be recognized.

Don't get familiar, customers come to stores to buy goods, not to be entertained, not to flirt.

If you must make love, do so after hours. Don't think you are so smart that your fellow clerks are not on to your little affair. You do the lady wrong. You make her talked about, make her common. It takes your mind off your business. Cut it out. It is as bad as whisky during business hours.

Now for the real body blow of the evening, and I hope it is a real solar plexus, so you'll notice it:

It does not make any difference who you are, what your job is, whether you are the boss, the superintendent, the advertising man, or the smallest cash boy in the store, it is *your* business.

If you see a customer not waited on, and restless, tell her you'll try to get someone to wait upon her. Then to do it.

Customers are the big thing in business.

Of what use all your mahogany fixtures, all your marble staircases, if you have no customers?

Should there be a chance to boom business, boom it.

Don't be a knocker.

Get a smile on. Hope a bit. Hold up your head. Get a hold with both hands and pull.

Help yourself along. Get popular. Pull your friends with you, and you will soon have a procession.

No man ever climbed the ladder of fame by stepping on others' corns. Keep off the corns, they belong to the other fellow, and are tender.

The man who has learned when to say "No" has traveled a long way toward Success.—*John Nicholas Beffel*





*Extracts from the Actual Correspondence between the Sales Manager of the George F. Eberhard Company, San Francisco, and a Live Organization of Business Builders*

## To Keep the Organization's Blood Warm:

*Being Part of a General Letter to the Sales Force*

**I**T HAS been remarked by one of our co-workers:

"Eberhard crowds things too much he wants to do the impossible; he should know that business is slow right now everywhere and we are all doing our best."

You, of course, know that while I'm one of the youngest in the organization I have had fourteen years' service in a dozen sales campaigns.

I have worked in all positions from errand boy to the place I hold. I have served East and West, traveled twenty times across the continent, as many times through groups of states. I have worked by day, studied by night. I have lived in the open, worked in the clamor of the shop and conventional poorly arranged offices in the heat of the eastern summer. Have traveled winter and summer selling goods. I have helped create five corporations, three that are successful, two that paid in full and quit. I have furnished many ideas and plans to firms that use them to their profit today. I have been mixed in work that has failed.

I say this to tell you the *greatest one thing* every man who for any reason assumes responsibility has to overcome is his lack of ability to *draw out the best in all the workers around him*. To keep the organization's blood warm.

I have never been satisfied with myself—my own work or plans and I know that you—all of us—and many whom I try to

forget, would today be way ahead of our present degree of success if *every* man and woman in our business *could have remained enthused, willing to let the warm blood play through his will and work every day*.

I mean *every unit*—all the time. If you do your part some one else may not. What we need is to keep an average that is favorable at all times.

Some call it co-operation—others "The spirit of the hive." We have it to a greater degree than any other organization I was ever with—but *we could use more*.

We use every ounce of our judgment to apportion work, salary, territory, earning, bonus and discretionary power to every unit—to put everyone where I should want to be if I had the same work to do.

Don't say that I complain of you any more than I do of myself. This is a message to bring out an appreciation of what we can do to stimulate productive thought and effort.

I say things that sound harsh at times. One can't speak in "sugared words" all the time. Life and our work is not a "tea party." I am also "Human."

Each individual could, if he would, put forth his best effort and all co-operating in this way increase the business, also their earning many per cent inside of a season.

*It would eliminate loss of thousands of minutes that add into days—mistakes, errors, delays, neglect, waste, lost motion, and add to our service value and sales volume at one and the same time.*

Business today is like history of yesterday. Our campaign is as vital to us as any of Napoleon's were to him or to France.

The experience of the worker, the leader and the cause in each business is like some page in the history of the past. Read Watson's "Napoleon" and see if your blood can run warm and your mind grasp its lessons. They should help everyone to see that man or woman—leader or lieutenant—have two ways to go, right or wrong, today as yesterday.

The worker and the leader in business today are not ahead of Napoleon and his followers. Their errors, their experience, their weakness and strength, even the battles, intrigue, regard for mere titles, money and forms, should teach us how to work together, to lead, to help in a business campaign or life of today.

Buy the book. If it doesn't teach you or spur your thoughts in a helpful way, I'll pay for it. If you will buy and think of its lessons as you read it I shall pay gladly.

All this means more to you than it does to me—for I see "The Light" even though vested with some brief authority.

### Get the Right Perspective

*From a General Letter to the Sales Force*

**T**O BE able to perceive things correctly is only brought about by a careful, sane, commonsense balancing of the good or right on one side and the bad or wrong on the other, then accepting the reasonable result.

We all work hard for a time and we feel our work is appreciated. We can see the bright side of what we do; also the future before us.

All at once comes a *reaction* and we crave a change—*mentally see* better things, pleasanter surroundings, easier work, more dollars in some new environment.

I get the mental jinks at intervals—looks as if the pressure and the dig and build will never stop.

Some one whispers about the great possibility and I flirt with it—study it—but I am sane enough to *go slow*, hence I find *there also lies work*—*New work plus lost experience* in the old work and a whole bundle of other conditions. I balance them against the present situation—and then weigh that on the mental scale with the other fellow's experience, and my own, and *stick*.

*If anyone has a better chance than we have, a better past record, a surer future, brighter prospects or pleasanter surroundings than we have, who and where is he?*

And then could we get there easier by *building from* where we are or trying to "pry" or "kid" the other fellow out of his good thing?

When I was in the mountains with the cattle, I observed that they always ate across the meadow—about as fast as they could walk—and then either had to be turned back or let move on to the next meadow. Always eating a few blades of grass out of acres and tramping down a hundred times as much as they ate—sort of looking for green grass ahead while it was knee-deep under foot.

When you are on the road and things look wrong—slow down—stop—rest a bit, look around and think. It's a 100 to 1 shot that you will start again with added enthusiasm because, as Glad says in *The Dawn of a To-Morrow*, "Things can never be as bad as you think they are."

Steady, cheerful, interested work is good and necessary, but hesitate when your perspective becomes warped.

We will pay the hotel expense when you have to hesitate. Send it in marked for me. Your time resting will be earned in a few days when you start with the new supply of energy and cheer that you will store up.

I want each man on the road to earn more and to feel right. I need your enthusiastic co-operation and am ready to do any reasonable thing to serve our customers and to assist you in your work.

Resolve to grow, to broaden, to learn something every day, every week, every month, and at the end of ten years your assets will be greater than if you had been a regular weekly depositor at the savings bank.—*Orville Allen*.

A man must be one of two things; either a reed shaken by the wind, or a wind to shake the reeds.—*Handford*.

The most important attribute of man as a moral being is the faculty of self-control.—*Herbert Spencer*.

# Advertising and City Building

By G. A. LE ROY, *Advertising Manager of Big Ben*

*An Address Delivered at the Annual Banquet of the  
Peru Business and Social Association, Peru, Illinois*

I HAVE been asked to say a few words about advertising. The greatest trouble about advertising is to speak of it in a few words, for everything we do, everything we see, everything we say and everything we hear, in a way, is advertising.

This very banquet is an advertisement—an advertisement for the Peru Business Men's Association—an advertisement for the Peru Hotel—an advertisement for its stockholders and managers.

Long after most of us have forgotten it, some will still refer to the evening, and in expressing their opinion on the courses—on the decorations—on the speakers—on the service—will advertise or *badvertise* the brains that were behind them.

And because the subject is such a complex one, I'll consider only one of its phases, the one I believe we have the most at heart tonight, its application to the development of a city and particularly its application to the development of Peru and La Salle.

## What a City May Advertise

The idea is not a novel one—I dare say it has been discussed many a time in your meetings. In fact it can be said that the object of the Peru Business Men's Association is to advertise Peru, for, as a civic organization, you are trying to teach the people to believe in your city, in its resources, in its accomplishments and its possibilities. And advertising is nothing more than teaching the people to believe in you and your goods as you believe in them.

The advertising of a community is not an impossible thing. In fact, hardly a season passes that we do not hear in advertising circles of a campaign successfully carried out in the interests of some ambitious community—either to attract industries, as in the case of Des Moines, to create a market for its wares, as in the case of Honolulu and its pineapples, merely to expand its shopping field as with Dexter, Iowa, or simply dispose of its bonds and increase the value of its real estate as with Wichita.

I take it for granted that we want to accomplish all of these things and we want

to accomplish them in the most economical and effective way.

## The Goods to Be Advertised

First, let's see what we have to advertise—let's see what we have in stock. Like your retail merchants when you decide to do some advertising, let's pick out our best seller so as to get rid of the slow movers.

What have we?

First—factories, second—factories, third—factories.

We are essentially a manufacturing center; very likely the first in Illinois, perhaps one of the top-notchers in the country, taking in consideration the size of our population.

"In Peru Everybody Works."

We have coal, we have labor, we have railroads, all the elements necessary to an industrial success. With such ammunition we can gun for both more factories and more factory help.

Fourth—La Salle county is the second county in Illinois in the importance of its farm products. It's only a few thousand dollars behind the first place holder.

There is no reason why we cannot teach the farmers to trade in Peru and La Salle even more liberally than they do.

And the way to do that is through advertising.

I will not discuss tonight how to go about it. There are a dozen different ways to try for more factories. There are a dozen different ways to bring the farmers here.

I would rather call your attention to our strongest advertisement—the twin cities.

In every advertising campaign there are two distinct ads—the first, your message to the public giving your own estimate of the article you have to sell—the second, the article itself.

## The City Its Own Advertisement

People may be attracted by our campaign and decide to come down and see for themselves. But, suppose they get a

glance of the town from the railroad station, don't like the looks of the place and keep going on. The farmers that have been appealed to by our circulars may start out to do their shopping here and find the roads too bad and full of chuck holes when they get near the town. Suppose they cannot get better accommodations for their horses and find among the merchants as great an interest in their crops as where they used to shop. If they go back to trade where they always did, or if a manufacturer attracted by the abundance of coal, the labor possibilities, a fine factory site, a liberal remittance of taxes, finds that he can buy local coal cheaper in Ottawa than he can in town, that he can't build his plant without submitting to the exorbitant demands of local unions, that on these accounts he will be unable to bring his manufacturing costs down to those of his competitors, all the advertising in the world is not going to help us and we might just as well keep our money.

#### **Advertising Compels High Quality of Goods**

That is one of the advantages of advertising. It forces the advertiser to give better goods—for the advertised article cannot afford to take chances, it is always on parade.

The flaw that passes unnoticed in the nameless piece of goods gets magnified a hundred fold in the advertising limelight. The advertiser must insist more and more on himself to live up to the reputation his advertising is building for his goods.

There can be no let-up in his efforts, his best must always be bettered.

At the clock works last year we started an advertising campaign. But before we ever spent a cent, before we even set a word of type, we had spent two years improving the clock that we wanted to advertise. The reason we are glad we did advertise is that it forced us to set a standard for our goods that we had never reached before, it forced us to insist on ourselves, it forced us to give Big Ben the best that was in us to give.

#### **The Doors and Show Windows of a City**

Let me make a comparison to better illustrate my point.

When you Peru merchants want to stimulate your sales, you pick an article of unusual merit and display it in your window to the best advantage. You keep your windows bright and cheerful and your sidewalks clean. You tempt the people to walk in and ask you *what else* you have.

Now suppose you displayed a junk pile in your window, suppose you placed a garbage can on each side of your door, how many people do you think you would get inside of your store?

Gentlemen, a city has its show windows, it has its doors and its sidewalks leading to those doors just the same as your stores. The doors are the railroad stations, the show windows are their immediate surroundings, the sidewalks are the roads that lead to the town.

Thousands of people pass every week through many cities and go away with an impression of unattractiveness, I'll even say filth, of scrap heaps and cinder piles, of hideous railroad stations and dingy waiting rooms, surrounded by dram shops and cheap billboards.

The people that merely pass these cities have no way of knowing that they have just as fine residences as other towns have, that they have residence streets, city halls, manual training school and Carnegie libraries that easily compare with any. The people who do come to town unfortunately forget the beautiful homes and fine stores and remember mostly the junk yard that stands at the entrance of one town, the tumbled-down shanties that stand at the other.

For it is an unfortunate fact that you can take a man of perfect physique, six feet tall, clear eyed and broad shouldered, and if he has a wart on the tip of his nose, all that we will ever see will be that wart. And before we can do any advertising, before we can sell our cities, our labor, our real estate and our wares to others, it is first necessary that we place them under a magnifying glass and weed out every flaw it's possible to detect, because in the advertising limelight the very tiniest 'will stand out like a mound.

#### **What Good Advertising Is**

Gentlemen, what then is good advertising?—*Everything well done is good ad-*

*vertising—everything else is bad advertising.*

If we have to have saloons around the depots, let's at least have first class saloons. If we have to have billboards, let's at least have attractive billboards and if we can't buy them, let's at least have them advertise the town instead of outside enterprises and through them tell the travelers that back of those bluffs there are two cities of real homes, of fine streets, of great stores and big factories.

If we hold a farm product exhibit, let's have a real exhibit, offer prizes big enough so that real farmers will feel like competing, attending, and ultimately transact their business here, instead of holding a half-baked one-tent show that in the end proves not an advertisement for the towns but a sadvertisement—s-a-d sad—whereas towns with a third of our population, towns like Mendota for instance, hold agricultural fairs that are yearly events and draw farmers from all over the state.

#### "Ask Bill"

Gentlemen, I would like to quote you from a little bit of condensed, common sense that drifted to my desk the other day, in the *Backbone Monthly*, because it drives home forcefully the power of the human tongue. It's entitled "Ask Bill," and here's the main part of the message:

"In the days before the art of printing was invented, before the first sheet of papyrus was hung out to dry or the first clay tablet was moulded; in the days before men had learned to blazon their achievements on the hides of animals, or carve them in stone, there was an advertising medium—the Human Tongue—and it is today still the most potent medium of all.

"Many an advertising man has burned the midnight oil, and sweated blood, to insure the success of an advertising campaign; money has been poured out like water to boom a business by all arts known to advertising and salesmanship, and yet how often the best laid plans have failed—and all because the human tongue wouldn't wag or, if it did, wagged the wrong way.

"A theatrical manager spends \$50,000 for costumes and scenery, corrals the peachiest show girls on Broadway, blows in a small fortune on stands and window bills,

buys half page spreads in all the daily papers and works his press agent to a frazzle. Influenced by the ads, the gorgeous posters, the clever press notices, you are on your way to the box office when you meet your friend Bill, who saw the show last night.

"How was it?" you ask. And Bill says 'Rotten!' Just one word, but it's enough. Lithographs, newspaper ads and press notices are forgotten. The human tongue has wagged—and wagged the wrong way.

"Why is it that one word from Bill is more potent than the columns of really good advertising that headed you towards the box-office. Because Bill's expression of opinion is disinterested testimony, and all advertising is the word of a special pleader. You knew when you read the ads that the man who paid for them wanted to sell you a ticket. You knew that it wouldn't make a cent's worth of difference to Bill whether you bought a ticket or not. So Bill's word goes.

"And every man is a Bill to some other man. The knowledge that each acquires he passes on by word of mouth.

"The salesman is in the same boat with the advertisement. He is a special pleader, not a disinterested witness. You listen while he praises the merits of the article he is trying to sell and when he has gone, you ask Bill.

"Bill is the man who really sells goods. Bill knows what's what and money cannot influence his opinion—he is too numerous."

#### What We Want Bill to Say

It has been suggested that the La Salle Commercial Club engage the services of an advertising manager in the belief that he would bring factories and trade to the town—Gentlemen, the man we want to get is Bill, he is found everywhere and he works all the time. Let us get Bill to say:

"I have just spent a few days in one of the prettiest little towns I have ever laid my eyes on. It has beautiful homes, nice paved streets, good water, a good lighting system, plenty of coal and good labor. They haven't had a strike around there in fifteen years, they have never had a shut-down. Railroad connections are pretty fair, they might be better, but they are going to build a belt line and instead of having three rail-

roads to ship their goods over, they are going to have five. They've got a good high school, a fine manual training school and it'll be a good town for me to raise the boys and to train future help. I have thought it over and I guess I'll go down there and start that factory I've been talking about. The local business men have made me a good offer, they look like a lot of progressive, enterprising people, I think it's just the place I've been looking for."

When we'll get Bill to speak of us in those words, when we'll get Bill to endorse us without fear and without favor, that, gentlemen, will be good advertising. And the beauty of it will be that it won't have cost you a cent of printer's ink and that the dollars you'll have spent, you'll have spent right in your two cities where everybody can see them and everybody can get the most good out of them.

## Happiness Through Self-Expression

By W. H. TENNYSON

**T**HIS is an era of promise, of hope, of possibilities.

As the philosopher, Herbert Kaufman says, "No matter how pitifully crippled you may be in outlook, in position, or in body, every daybreak is a token of encouragement—a promise to some—a fulfillment to many—an inspiration of courage to all. \* \* \* Every day since the founding of the Republic new resources of revenue have been discovered. But the men who created them were seldom endowed—save with unfailing grit."

Progress is the watchword of the Twentieth Century. The evolution may be slow. Still, there has been progress and there will be more progress.

Modern business has become a matter of fixed laws—the day of chance is passing.

The sources of revenue must be discovered; the means whereby progress is to be made in this new decade must be found; the promises, the hopes, the possibilities of the new era must be realized. Chance and "luck" will not do it.

Realization can be brought about only by optimistic perseverance—by grit.

The opportunities for this new decade of the Twentieth Century are greater than ever before.

All phases of life are on the upgrade.

Everywhere men are awakening.

The movement for more education, for better health, for nobler ethics in government, in society and in commerce is gathering headway.

Life is good because of its progress and because of its possibilities for growth.

### The Lessons Taught by Failure

No man or woman, however, has ever achieved greatly who did not survive disappointments and what seemed to be failures. If you feel discouraged look back—away back. Can you remember where you stood one year ago? Can you remember where you stood ten years ago, when the first decade of this century began? Does the path from there to where you stand now lead upward or is the tendency downward? Of course, you have made mistakes. Take Kaufman's words again:

"You're a man, not a god. Omnipotence is not a human characteristic. We have all failed, and no matter to what heights we mount, we fail and fail again. All life is a try-out. You can keep on starting over, and each time stand the same show."

Yes, as we look back over the work of one year or of ten years, we can see where we have made mistakes, whether the path is upward or downward. The general tendency of the path in the great majority of cases, we find, however, has been upward.

For the men and women who realize the axiom that he who profits most both in money and in manhood is he who serves best; who realizes that today, more than ever before, meritorious goods and square deal methods are appreciated in business; who believe that the golden rule can be

applied practically and with mutual profit in the business world; who, in short, are above all else men and women of reliability, of ability, of action and not afraid to work—for such men and women, progress is sure. Are you such a man? Let us frankly ask the question—"Am I such a man?"

Suppose the path of life does lead into valleys occasionally. Some folks (and we all may as well join the happy crew) have the happy faculty of forgetting the knocks and disappointments, and of remembering the bright days and the successful days. It's a good habit to cultivate.

Some one has well said that "you can only build unhappiness with the wreckage of regret." So, if things haven't been just as we wish they had been recently, let's pick out the bright days, the progressive days, the successful days, the happy days—and keep them before us as models for the new decade.

#### The Joy of Achievement

There is, however, little real joy in contemplation of what *has been* accomplished, is there? The real pleasure lies in the accomplishments themselves.

Success and happiness are analogous in

some respects. Both, like the "Blue Bird," can be achieved indirectly only.

He who strives for Success as such can never attain it in its fullest sense, just as he who strives directly for Happiness itself can never attain it.

To be happy—to be successful—one must get out of one's self, so to speak. We serve ourselves most nobly by serving others to the best of our ability. The man who works for mutual benefit, who aims to give full value for what he himself receives, is pretty certain to attain both success and happiness, provided only that he works, making the idea of social service his motive power.

"I believe in friendship founded on business, not business founded on friendship," says a certain master printer, and Elbert Hubbard adds, "Friendship resultant of business is the real thing. Business born of friendship dies aborning."

Friendship founded on business! Yes, that's something worth striving for in the new decade. He who practices the rule of mutual benefit must succeed, if only he remembers that the master key to every treasury is Persistence.

There is no substitute for thorough-going, ardent, sincere earnestness.—*Dickens*.

GIVE us to go blithely about our business all this day, bring us to our resting beds weary and content and undishonored, and grant us in the end the gift of sleep.—*Stevenson*



# We Can Make Our Work More Efficient

By L. C. BALL

## A Message From One Worker to Others

**E**FFICIENCY seems to me to be, so far as we are concerned as employes, a matter of doing as much work as we can, of the highest possible quality, in the least possible time, and with the least possible number of errors of omission and commission.

There is not one mistake in a thousand that is an *intended* one among the kind of employes who think at all on this efficiency question. Since our intentions are therefore right, it remains to get our methods right, to increase our speed and accuracy in the handling of our various duties, and to stimulate our thoughts and feelings to the point where they will be alert to keep us from doing things wrong.

### The Power of Intense Interest

The first thing to do in the education of our thoughts and feelings is to get intensely interested—to like our work and to think about it.

If any person did for us that which our work does, we should like that person very much and be very grateful to him. Our work enables us to pay our board bills, to dress ourselves in presentable clothes, and to have many other little pleasures which we could not have without it. Therefore, let us love our work, for it stands to us as a good friend, and never “goes back on us” unless we “go back on it” first.

In the matter of getting interested, it is a good thing to think of our true position as employes.

It helps in being careful and thoughtful in one's work, and rather proud of it, in fact, to think that we stand before the world in the place of the heads of our company. If we get up fine work, the world has a good opinion of them and their ability; and this is a good thing for us. If we don't put out good work, they are blamed, and our institution and its money-making ability suffers.

To think “Would I do this if this were *my business?*” and to realize that, in fact, it is our business in which we as employes

are investing our labor—this helps a good deal in keeping close to the mark of efficiency.

### The Consequences of Inefficiency

Sometimes it helps in appreciating a good thing to consider what are the consequences of its opposite. So let us consider just one of the consequences of inefficiency, and its effect on our employers and ourselves.

In the first place, the men at the head of the institution employing labor have invested a good deal of money in it. There could be no such institution if it were not for this investment.

Now the ability of our company to pay salaries to its employes depends upon the amount of money it makes over and above a legitimate profit on the money invested by the stockholders.

And the amount of money it makes over and above a legitimate profit for its stockholders—in fact, its whole ability to make money—depends upon the money-producing value of each of its employes—and in this sense, of course, all are employes who contribute labor to the company.

Your ability and mine, put into our present proposition or any other, constitute an investment equal in value to so much money, of which our earnings represent a percentage.

Our employers put in their money and their labor, and receive a certain percentage in return. We put in our labor and get a certain percentage in return, depending upon how much money we help them to make.

### Responsibility to Fellow Employes

It therefore follows that the amount of money we receive for our services depends upon how much money we produce for our institution, and since each employe must share, proportionately to his ability, in this excess over the legitimate profits on the capital invested, every employe who fails to produce, in proportion, his share of the earnings of the company, not only

lessens his own earnings, but the earnings of every other employe.

Would you put your hand in the purse of any of your fellow-workers and take money away from him? You would not. But you would be doing that very thing, in effect, if you neglected either to improve all your time, or to train your efficiency to the highest possible point. You would unnecessarily lower the profit-making power of your company, and therefore its ability to share with you the largest possible amount of money.

Gross inefficiency, of course, will wreck any business house, in time, so that neither investors of capital or labor will get anything from their investments.

The thought that we can't "put one over" the boss without "putting a worse one" over ourselves and fellow employes, ought to help us to keep straight when we feel like doing a little less than we can.

#### Your Royal Endowment

Here is another efficiency developer, since in becoming efficient we need principally to take care of our thoughts and feelings, when our work will take care of itself. It is:

First, each normal human being has in some degree, the natural abilities of every other. The difference in people and in their successes depends upon what gifts they develop, and how much they develop them. I can assert, without egotism, that I have the same number and kind of natural gifts, though they may differ in *degree*, that George Washington, or Abraham Lincoln, or John Deere, or Elihu Burritt, or any other great man or woman, has ever had.

Second, man's greatest gift is the ability to improve himself. All men (and women too) possess this gift in common, and without it all other gifts are utterly without value.

It helps so much to say to yourself—"However much I may lack the small gifts, I have the *greatest gift of all*—I am able to improve myself, and I will make the most of it."

Efficiency, like everything else, is largely a state of mind. When we keep square with our employers and fellow-employes by refusing to waste any time, and when we get encouraged by the thought that the

greatest gift of all is ours, we are then in a proper state of mind to appreciate the great truth that a "cinch" in the way of a job is strictly no good as an efficiency developer.

The only way we can learn is by using our abilities, and there is no chance to use them in an easy job. It cannot train us for the big positions—anybody can hold an easy job, but the big positions are not easy. It takes a master to hold them. And a master is one who has trained himself by the nourishment and *use* of his faculties.

#### The Real Value of Being Busy

Returning to our original definition of efficiency—much work—good quality—some employes do much work—they are busy people—but their work is of poor quality, or has a large percentage of poor work in it. When haste does away with quality, that work is not profitable and is a waste of energy rather than the real accomplishment of anything.

#### Being Busy Is Only Part of Being Valuable

In this connection, just the other day I found out a new trick in typewriting names and addresses and dates on form letters, or "filling in," as it is called. (I make it my business to be able to do the work of any person whose work I direct, and study to give them such points as will enable them to work better.)

You know that efficiency man who is teaching people to do two or three times as much work as formerly by cutting out waste motion. Probably lots of people have discovered the particular trick of which I speak, but it was new to me. It is, that when you insert the name and date, you begin with the date, say, on the right side and then slide the carriage across to the other side of the machine to insert the name. Then, instead of sliding the carriage back to the right side before putting your next letter into the machine, you leave it where it stands, and insert your new name at the beginning of your next letter as usual, but finish up with the date; then begin the next one with the date and finish with the name, and so on. If you keep on doing that, you cut out one motion on each letter—one *complete passage of the carriage from side to side of the machine*, with its

wear and tear on the machine and its use of unnecessary time. That extra motion uses up a good deal of time in the handling of a hundred or a thousand letters.

Now, I'm not particularly fond of filling in form letters, but by thinking about them and getting interested in them, and in other routine work that comes my way, I get considerably more fun out of it than in keeping right on doing things in the same old style. I just pass this along for what it is worth—maybe you can find some unsuspected fun in your work if you'll look for it.

The Big Things that enter into efficiency are the recognition that our employers'

interests are our interests, that our present work is a most important element in training us for higher work, and that, through our ability to improve ourselves, we are capable of whatsoever success we shall choose.

#### Getting Near to Perfection

We all know these things, and any falling short in efficiency will mostly be, therefore, in the little things. By watching these, by working each for all and all for each, by desiring the best good of everyone with whom we are associated in our work, we can overcome these small errors, and get nearer the perfection which, though made up of trifles, is no trifle in itself.

## A Glutton for Criticism—and His "Twin"

By E. N. FERDON

**WE CALLED** them "The Twins" when they came to work in the office—not that they were twins, or even distantly related to one another, but they happened to arrive on the same day and were about as unlike as any twins could possibly wish to be. One was very fleshy, the other very wiry; one was light "complected" (as the charlady says), the other dark, very dark. One was very ordinary looking, the other quite handsome. But we called them "the twins" nevertheless.

The twins began by affixing postage stamps to letters and doing other odd jobs which have to be done right or you catch it from someone, but which don't carry much emolument for all that.

Gradually they got some raises, in salary and position, until, when they came particularly to my notice, they were working on the commission desk. I was discussing costs with the manager and we had before us the figures given us by the commission clerks on some certain jobs going through the factory.

#### How James took a "Calling Down"

"Look here," I remarked, doing some mental arithmetic, "no wonder these particular jobs show no or little profit. The commissions are figured too high."

A little scratching with a pencil and the manager pressed a button that soon brought both commission clerks into the office.

"Which one of you figured the commissions on these orders?" was the inquiry.

"One of us figured and the other verified," answered John, the light "complected" one.

It is hardly necessary to tell of the plain, forcibly plain, remarks that arose from the manager's arm chair for the next five minutes. You've all been there. But when he had finished John was writhing like an eel while James, the other unfortunate, stood attentively listening.

"Now, don't let *that* happen again," snapped the manager, and his glance referred them both to the door.

John needed no second invitation—he faded away like a hound free from the leash. But James remained, and leaned over to look at the orders in question.

"Well?" interrogated the manager, not too sweetly.

"I'm sorry about it," explained James, "but you'll notice all those orders call for the same class of goods. It was a mistake in listing the amount of the commission to be paid. You'll find it didn't happen on any orders calling for other classes of goods. I'll stay myself tonight and get every order of that kind and make the corrections."

He left quietly, and the manager looked up at me with a quizzical smile.

"A d—— fool mistake," he remarked, "but a mighty nice way of taking a calling down."

#### Taking an Impersonal View of Criticism

I took a look at the twins about thirty minutes later, and John, while going through the pretences of working, was biting his lip in vexation and plainly nursing his wounded feelings to the uttermost. But James was plodding along as steadily as ever, without even a flush on his cheek.

Later on both of them came into my department, and callings enough they got for their errors. But I quickly learned what I had suspected after that scene in the manager's office—that John took criticism as a personal matter, while James took it as an inevitable, even desirable, part of his course in the school of business.

Tell John that this or that piece of work was execrable and he'd sulk for a day—absolutely useless; tell James the same thing and (while there was nobody would stick up for himself better when he considered he was right) he would acknowledge the error, take the criticism as it was given, and then work like a Trojan to have things running right.

John's feelings were always being hurt—he was touchy. Everything to him was a personal matter.

James' feelings were apparently never hurt—he drank in criticism as he would a talk on how to increase business. He wanted to learn and being criticised was a means to the end.

Then the twins went on the road. They both started out well—did a pretty good business. But it wasn't long before that different way of taking things showed itself again.

#### "Trust Your Uncle Jimmie"

I remember something unfortunate had occurred to delay a large order each one had in the house. The goods reached the customers later than called for by the contract. Each customer absolutely refused to accept.

So we wrote John and we wrote James to see what they could do.

Their replies were characteristic.

John answered: "After getting that letter I was so unstrung for the day that I couldn't do a thing. That is my largest account and I've lost it for good apparently. You say that I gave too short a time to ship in and you foolishly tried to accommodate the customer but couldn't make it. Then I should say it was you who are to blame for accepting at all. I haven't the slightest idea I can fix matters up, but will go down tomorrow."

James wrote: "This is one great H—— of a mess, but as you suggest I had no business promising such quick shipment. However, just trust your Uncle Jimmie to straighten her out."

John gave an allowance of fifty per cent on the shipment and couldn't work for a week. James got them to accept without discount and sold them another bill of goods, somewhat larger than the first.

It was all a personal matter with John, just as always; but to James it was a chance to put his shoulder to the wheel, get out of the ditch and learn to keep on the road.

Since then a few years have passed and today the twins have been parted, parted in business, at any rate. It was only this morning that John sent in his resignation because some suggestion had hurt his feelings. The sales department won't urge him to stay. Somehow, the last two years his territory hasn't shown the gain in business it should have. As the "Old Man" says: "John was great on praise, but criticism and suggestion he apparently took as personal insults."

James came in this morning—left the road for good. He's been made sales manager. He's young in years yet, but the "boss" will tell you that there isn't a man in the country has learned more about this game.

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If you are truly in love with your job, every member of the force should be—and chances are will be—in love with you.  
—Orville Allen.

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If it required no brains, no nerve, no energy, no work, there would be no glory in achievement.—Bates.

# Salesmanship as an Adjunct to Advertising

By J. D. KENYON

*An Address Delivered at a Meeting of the  
Sphinx Club, New York City, April 11, 1911*

**T**HESE two concepts, "advertising" and "salesmanship," relate to the larger concept—"business." In order that we may clearly understand each other, let us analyze this concept of "business."

In the large sense of the word I believe that business is "service for pay." This would include all forms of human endeavor in which the element of profit enters; but we wish to confine ourselves to the purely commercial aspects of the case.

## Object of Business

A business exists by catering to the desires of the people for things of necessity, convenience, comfort or luxury.

The heart of business is service, and service consists of every thought and action in connection with both the production and distribution of the article sold. The objective point of this service is to convert the product of thought and action into profit; therefore the work of everybody in all departments of business is aimed directly at the sale.

The commercial house as a whole is a composite salesman. Right here let me drive in one important nail. It is going to be a more and more recognized fact that "He profits most who serves best."

In the general acceptance of the terms, salesmanship refers to personal contact; advertising, contact through the printed word. I have always heard advertising spoken of as an adjunct to salesmanship; but viewing it from the other standpoint of salesmanship being an adjunct to advertising affords an interesting opportunity for a better understanding of the relationship between these two important factors, that of the written word and the spoken word directly connected with the sale.

I trust that I may be able to lay before you some thoughts that will be worthy of your consideration in this connection.

## Three Essentials of Merchandising

Referring directly to the marketing of the goods there are three vital essentials. One is the quality of the goods, second is

the quality of the service, and third is the price.

Through the application of scientific principles, the production and manufacture of goods has arrived at a very high state of perfection; but there is much room for discrimination and good judgment in the selection of goods to fill the wants of the people.

Buyers are employed who have a wide knowledge of the various qualities and grades of goods, and who are supposed to use their best judgment in getting the best values obtainable. As a rule, this department of a commercial institution is good. The goods in themselves when properly displayed go a long way towards creating a demand with the producer, and in modern merchandising this has been very carefully looked into in the store equipment throughout.

But since the goods can only partially tell their own story and since they cannot move themselves, receive the money and deliver themselves, people are employed to facilitate these processes. In this busy age people know in a general way only that the merchant is so able to serve them, therefore the necessity of calling their attention to the special ways in which they may be served; hence the necessity for sending men out on the road and of reaching people through the medium of the printed word. People give up money for things only when they are convinced that it is to their interest to do so.

## Mental States

A business transaction primarily is a mental act, and the primary work of any commercial institution is to create certain mental states in the minds of the prospective customers.

We may define these states of mind as:

First, favorable attention;

Second, interest;

Third, desire; and,

Fourth, decision and action.

These are all the steps that are necessary to make a sale, but modern merchants are

realizing that there is a big difference between simply making sales and building business; therefore, there must ensue a fifth mental state, which we will term satisfaction, and this satisfaction must not only pertain to the goods, but to the service that goes with their sale.

#### Function of Advertising

Now, advertising as a rule does not create each of these mental states. As a rule, the most that it may hope to do is to get favorable attention, arouse interest, or create desire, but it requires the personal touch in order to complete the transaction. The chief exception to this rule is the mail order business.

The skillfully prepared advertisements of today create receptivity in the minds of the buying public. Mrs. A. reads an advertisement in the daily New York paper about a department store. It is possible that she has decided to purchase some special thing advertised.

#### Salesmanship

Improper service may destroy this decision, but granted that she may make the purchase of that particular thing, the one who waited on her did not sell anything, but simply took an order, and there is more order-taking done today both in the store and on the road than there is selling. Proper knowledge of the principles of salesmanship affords wonderful opportunity for suggestiveness, which can multiply the sales tremendously.

By not understanding these principles properly or misapplying them, much of the money and skill expended in advertising is made abortive.

Literally, thousands of dollars that could have been secured, come into our stores and go out again. The customer who enters the store must be inspired with confidence by the person who waits on her. She must have, first, confidence in the integrity of the firm; second, confidence in its ability to realize her needs; third, confidence in the goods; and, fourth, confidence in the salesperson's reliability and integrity.

Salesmanship may be summed up as, first, a pleasing and convincing personality; second, ability to read human nature; third, knowledge of values and ability to express that knowledge logically; and, fourth, abil-

ity tactfully to close the sale to the satisfaction of both buyer and seller.

#### Personality

Now, let us briefly analyze these in their order. We can consider some of the chief points only.

Personality; what is it? Is it not the visible expression of mind and body? And does it not represent the actual state of development of these two things? If this is true, it will follow that the better the development the better the personality. That these may be developed to almost an unlimited degree admits of no argument.

Every normal being is a bundle of wonderful possibilities. Each of us possesses a combination of faculties and qualities. These are both positive and negative. For instance, we have observation and heedlessness; memory and forgetfulness; judgment and injudiciousness; imagination and dullness; and we are cultivating either the positives or the negatives all the time.

Modern psychological research has revealed the scientific way by which we can consciously train the positives, and by training these positives of the intellect we increase our ability.

But this is not all.

The mind thinks, feels, and wills. In the feelings we have faith and doubt; we have love and hate; we have courtesy and discourtesy; we have honesty and dishonesty; we have loyalty and disloyalty; we have enthusiasm and listlessness. By developing each positive of the feelings we increase our reliability.

In the realm of the will power, we have decision and indecision; initiative and inertia; we have persistence and vacillation. By consciously training these positives the product is action.

But we must look into the physical side of man, because a great deal of the mental difficulties can be traced to physical imperfections. Health, strength and industry must take the place of sickness, weakness and laziness. Endurance is the quality to be desired from the physical standpoint.

Supervision is one of the greatest expenses in any business. Supervision is occasioned by errors of omission and commission. Errors of omission and commission are all traceable to the negatives. The

negatives diminish as the positives are cultivated.

As we cultivate our ability, reliability, endurance and action we make for success. The first letter of these four words A-R-E-A spells area—the AREA of man or woman, and in the cultivation of these things lies the secret of personality.

#### Human Nature

Coming to the next phase of the subject—human nature, let me say that vast sums of money are lost through not properly understanding the mental attitude of the prospective customer. There are many important things which give us a direct indication of this which have been revealed in recent scientific investigation. Time will not permit my going into the subject in detail; but the importance of this subject is being recognized more and more daily.

#### Knowledge of Goods

We now come to the knowledge of the goods and the ability to express that knowledge. The chief function of a salesman (and by this term I refer to both sexes) should be that of "a teacher of values." Anyone entering a store or coming into contact with a salesman on the road should expect the salesman to be thoroughly informed, and the salesman should be capable of giving a prospective purchaser such knowledge as would enable him to form an intelligent judgment as to the value of the article to himself.

Salesmen should know not only the stock, how to arrange it, and just where to look for it, but they should know the story of the goods. They should be able in some cases to tell their story in a few words; but in other cases they should elaborate upon it. In all cases it should be vitally interesting and it should be logical.

Manners of expression enter into the subject, such as the handling of the voice, the selection and arrangement of words used, the gestures, and so forth.

#### Psychology

Finally, referring to the closing of the sale, a conscious or unconscious knowledge of the underlying psychological principles is essential. Scientific knowledge, or knowledge that is organized and reduced to principles, is infinitely more effective than

knowledge without knowing the reason why.

This kind of knowledge is what salesmanship of the right kind requires, and the lack of this knowledge and failure to make the proper application of these principles results in a tremendous loss to every business institution.

#### Education

It is a lamentable fact that salesmanship as practiced today in a large number of cases is exceedingly crude. Our public school systems are largely at fault in not preparing people properly. It is a problem that must be met by employers, and many are making earnest efforts in this direction. The constant complaint that is coming from the buying public of incompetency is a challenge to the business man to be alert, to improve the efficiency of the employee.

Occasionally talking to an employe or occasional lectures or bulletins are not thoroughly effective. The principles of these things must be made plain, and these can be mastered by study only. The experience of the world, educationally, is that the text-book method combined with personal instruction is the most effective. The great professions of the world made no great advance until the tested knowledge pertaining to their line of work was collected and arranged in systematic order, thereby making the principles plain. Then, being put in printed form, it could be studied and mastered, which gave a firm foundation on which to build.

In talking with one of the heads of one of our leading business enterprises of the country in the retail line, he claimed they were doing much to train their people. I asked him how. He said the chief way was this: Once a year he called his employes in and pointed out that they had either sold more or less goods, as the case may be, than during the preceding year, and their salaries were raised or decreased accordingly, and if the decrease had been too much they were discharged. It seemed to me that this merchant, great in many ways, failed to realize the opportunity that he had of helping the employe to develop.

The reason that most people do not accomplish more is that they do not attempt



more, and the reason they do not attempt more is because of ignorance.

Ignorance is the bed-rock of failure.

Employees do not know enough, and the trouble is that many employers do not know how to teach them. The great difficulty lies in the lack of tools to work with or the system of education.

Business houses in all lines are awaking more and more to the importance of this educational movement and of the necessity for more efficiency. They are realizing that it requires high-grade specialized work. They are beginning to see that the chief assets of any institution are the brain and bodily powers of its employees; that an educational department is just as essential as the production department, the buying department, the credit department or any other department. Until business men thoroughly organize this part of their business, advertising will never reach its highest efficiency.

When people are improperly handled in the store or on the road, the blame is attached to the company. Then the personality of the individual salesman is sunk in that of the head of the company. So it is up to the executives to see to it that those who represent them, even in the humblest departments, reflect, as far as possible, the personality of the man or men who dominate the policy of the institution. They should see to it that their own personalities are constantly being developed to higher planes; that they grasp the true principles of service; that they realize their duties to their employees and their opportunity to help in their uplift and increase their efficiency to serve them and the public to the satisfaction of both the buyer and the seller.

It is obvious to any thinking man that the success of any institution depends upon the number of permanent and profitable patrons that it can secure. These it will not have unless the institution inspires confidence. In order that confidence may be inspired and be maintained the business transaction all the way through must be in harmony with the law of mutual benefit.

Our transactions must be to the interest of the buyer as well as of the seller. I believe in advertising with the printed word, but the greatest advertisement in the world

is the wagging tongue of the satisfied customer. Therefore merchants must see to it that they have good goods, that they ask reasonable prices only, and that they employ people who worthily represent the goods and the house, and in all departments render the highest quality of service.

Misrepresentation, subterfuge, humbug and fraud are decidedly out of date. The business man has come to see that the square deal pays best.

#### Science for the Advertising Man

In conclusion, I pay my respects to you gentlemen who so ably represent the genius and brilliancy of the new profession, *advertising*.

As a vital department in the composite salesman, as a twin of personal salesmanship, you have made it possible that the work of the brain and body of the millions scattered throughout the world can be quickly secured and conveniently placed in the hands of the consumer with but little effort on his part.

Through your able efforts there is held up a mirror in which can be seen the product of mankind throughout all the corners of the world. You show that the companies that you serve are able to serve the public to their satisfaction and advantage.

You have done well. You are going to do better. You will do better exactly in proportion as you master the scientific principles involved in business; as you understand salesmanship as it should be understood; as you talk to the public in such a way as will inspire confidence in your knowledge, confidence in your integrity, and confidence in your ability to serve.

The advertising man is, or should be, an educator—a teacher of values, of service, of principles.

A man can put no more into an advertisement than there is reflected in his personality.

Let us determine whether or not in the department of salesmanship by the written word, or by the personal word, in the manufacturing, financial, or buying department, or the executive, let us determine that we will become masters, that we will be truly scientific, and that we will do our best to place business life on the plane of the highest profession in the world.

# On the Way to Broad Life Areas

By SHELDON LEAVITT, M. D.

No man is fit to win who has not sat down alone to think; and who has not come forth with purpose in his eye, with white cheeks, set lips and clenched palms, able to say, "I am resolved what to do!"—*Bulwer*.

\* \* \*

The truest wisdom is a resolute determination.—*Napoleon*.

\* \* \*

Don't flinch, flounder, fall over, nor fiddle, but grapple like a man. A man who wills it can go anywhere and do what he determines to do.—*John Todd*.

## IV.

### The Value of Decision

**I**NDECISION is a frequent cause of failure.

"He that wavereth is like a wave of the sea, driven and tossed."

Executive characters are the successful ones.

Long parleying and ruminating over projected moves prove disastrous.

Questions of importance are not to be quickly decided.

Premature resolves are to be as positively shunned as is procrastination. Wisdom is shown in the even balance of mental attributes expressed in action.

#### Unstable Decision

Those who are too much under the dominance of emotion may decide again and again, but are as often swerved from their firm resolves by entrance of some emotional experience. A discouraging word, opposition of relatives or even an unpleasant dream are sufficient to shatter their resolution.

An emotional nature can be held to a purpose only by the action of emotions capable of overriding all lesser and opposing emotions. Such a nature proves a handicap only when in want of a ruling motive that ousts every contrary emotion from the arena.

At the same time it is worthy of mention that robust emotion is a motive power better capable of carrying human beings to heights of success than any other; while on

the other hand there is no denying that it does often make one wavering, indecisive and vacillating.

#### Emotion Must Be Held In Subjection

In those who are inclined to indecision there is, then, need to be on guard to protect themselves against the demoralizing influence of varying emotion.

When a young man is ready to enter upon life's activities it is time to have done with the weaknesses that characterize the emotional life of children. He should gird himself for vigorous and manly action and refuse to be swerved from a consistent course by considerations which find access through emotional channels. Having become a man he should put away childish things.

This is all said under the supposition that emotional considerations have already been given due weight and that a decision has been made in a judicial way.

What is more I would encourage no one to a stubborn and ruthless adherence to a resolution when new and important events and considerations have materially changed the data upon which the original decision rested. But mental balance is never to be lost. No matter what the nature of the new evidence, it is to be given no more than provisional consideration and relative weight.

#### Be Prompt

I do not need to remind you that there are continually arising in every life situations calling for relatively prompt decision, and that much annoyance and weakness can be avoided by the cultivation of a practice of quick action.

It is true that promptness is not conclusive evidence of a vigorous mind.

There are many pretentious, but weak, men who are quick to decide upon a course, but are as prompt to recede from their original decision when strong opposition is met. The strong are not so; they pursue their chosen course in the face of all opposition until calm reason puts them in the wrong. At the same time it is not to be overlooked that an unworthy emotion

rather than good sense drives some men along a given course to a bitter end.

#### **Promptness Develops Executive Ability**

It is prompt and unwavering decision that characterizes executive faculties, and an executive faculty is of the utmost value to a man in any vocation. To be a leader rather than a follower is the ambition of all to whom these talks appeal.

#### **Increases Self-Reliance**

Then, too, it is at once the product and developer of assurance, or self-reliance, an attribute always found in successful men.

A leaner is never great.

A young man should aim to become stalwart by utilizing all his forces, and his power to utilize them is in direct ratio to his self-reliance.

Let the young man realize the divine image and power in himself ready to operate along every line of his being, and he will have unquestioning faith in the wisdom and rightness of his own decisions, and in the exercise of his prerogatives he will grow in facility and confidence.

#### **Cultivates the Will**

Decision involves an exercise of the will. Other mental attributes, such as intellect and emotion, enter into the process, since it is only by balancing these and giving each its due consideration that one can arrive at a rational opinion.

Neurasthenics are procrastinating and indecisive. Intellect discloses to them the wise course, but their emotions are overpowering and they reconsider their proposed action again and again. The result is that they never arrive.

In a well formed decision, will comes to the front and locks the switch. It forbids reconsideration suggested by emotions rather than overlooked facts of brand-new considerations. It holds one steady and firm before bugbears and blandishments, enabling one to say, "I have spoken. I am resolved." It can hardly be necessary to point out that such an action, involving the exercise of a strong attribute like will, is marvelously developmental. It is character-building, and character is what makes a man.

There is no need to labor the point and I proceed to remind young men of the fact that practice of prompt decision will serve to protect them against that disease of moral weakness so common in these days of luxurious habits, namely, neurasthenia. This will not seem like a matter of small moment when I tell you that it is far more prevalent among both men and women, in varying degrees of development, than any other chronic ailment. The truly resolute and habitually poised never fall a prey to it, but it attacks those who by moving in lines of small resistance have become mentally enfeebled.

#### **Makes Positive**

In conclusion let me remind you that to be prompt and resolute in one's decisions is to be positive.

The world is full of negative people and that is why it is surcharged with failures.

One who is not able to form his own mental concepts is unable to arrive at a decision from which any amount of feeling or adverse mental suggestion can make him recede. He is the plaything of emotions and events. He is incapable of doing a worthy act in response to worthy motives in the face of withering scorn or stout opposition.

#### **Making a Decision**

Ask yourself whether all essentials in the way of data upon which to base a decision have been gathered. If this question receives an affirmative answer then go over the whole situation in a painstaking way.

Look at the question in its mental and moral as well as physical and financial aspects, giving each its due weight.

Then take the whole matter under advisement.

If there be no great urgency, be deliberate.

If an early decision be required, give a few quiet moments or hours to its consideration. Review the subject in the silence.

While giving your mind a judicial cast, be looking for an intuition which will impress itself upon your sensibilities.

There is a deeper self within you, intimations from whom bear the credentials of wisdom. But do not run the risk of being misdirected by mistaken impulses.

*True intuitions never contravene reason, though they may transcend it.*

Consider well and then make your decision.

#### Small Decisions

Come forth from the silence, at last, with the mental ejaculation, "I know what I will do! I am fully persuaded!"

Over the lesser decisions of life do not become too serious. It is a weakness of

small minds to overestimate the importance of small things—to convert molehills into mountains.

Conform not to the small type.

*Be greater than events and larger than conditions.*

If only you act strongly and decisively, detail becomes of minor significance.

It is up to you, young man! Be not found wanting!

## Curing Clock Watching

By E. N. FERDON

IT IS said that Thomas A. Edison has never carried a watch, and that in his estimation the best advice that he can give is "Never watch the clock."

There is little doubt that Edison has followed his own advice, for his biographers tell us that when engaged on a problem in the laboratory he has often worked continuously without sleep or rest for two or three days. At such times his abstraction has often caused him to forget to eat.

Justly or not, the kind of worker known as a "clock watcher" has come in for plenty of denunciation. I have heard of employers who sought to break the habit by not having a timepiece visible. On the other hand, I have known of two or three concerns who insisted on having clocks that everyone could see. Their reason for accommodating the clock watchers was simply that if the clock watcher cannot see the clock it only makes him more uneasy and his work suffers even more than it would if he watched the clock to his heart's content.

It is not the simple act of glancing at the clock that is reprehensible, though I am sorry to say there are employers who are so stingy that they begrudge the second that it takes to look up at the clock. It is the spirit back of most clock watching that is important and significant. The clock watcher simply indicates by his act that he wishes he were through with his task or with the day, and he wishes this simply because his work is distasteful to him. The cause back of the distastefulness is lack of interest.

Now, I have no great sympathy for the clock watcher, but I am inclined to think that on the whole he is not so bad as he is painted.

Most people who inveigh against the clock watching habit seem to take the ground that the habit rests on sheer laziness and that a man watches the clock or doesn't watch it simply because he is indifferent or is not.

If you will observe clock watchers I think that you will find that they are nearly always engaged in work that is more or less monotonous. On the other hand, people in executive positions or people whose work constantly varies are not given to clock watching.

The human mind dreads monotony, so much, in fact, that to avoid it, it will relapse into unconsciousness. But the clerk or shop-hand cannot cease his work. He must keep on or lose his job. The monotony is there, but all he can do is to keep up on the hope that it will end sometime. So his great interest comes to be fixed on the time when the distasteful work will end.

The average man is not a psychologist. You cannot expect him to analyze his mental processes and discover that if his job is monotonous he must contrive to inject an artificial interest into it. But the man over him should know enough of mental science to be able to inject this interest. That the man above does not, as a rule, possess this knowledge, seems to me to put the blame for clock watching at least partly upon his shoulders.

I knew of a case where a young man above the average in intelligence and education was obliged to take a job in a factory and was assigned to the stock room to sort and pack. Hour after hour he had to put half a dozen similar things into a box in exactly the same way each time, and then for other hours he had to tie up the boxes in a specified way. It was as deadly dull a kind of work as can be imagined.

At first the monotony of the work would send the man into a half trance. The man had to have the job. But he realized that he must do something to maintain his interest. So he resorted to timing himself on various parts of the work, to making wagers with himself that he would beat yesterday's record, to studying the unconscious movements by which he did the work to see if he could reduce them to fewer motions. At other times he would think of all the processes that went into making the goods and of the stretches of territory from which the various parts had been assembled. His object was to maintain an

interest in his work so that he could continue to do it.

Of course, this was an exceptional case. But it illustrates and points out the only real remedy for the clock watching. The employer or the boss must contrive to furnish some element of interest. He can often do this by a simple question, such as "How are you getting along," or a simple word of commendation such as "You are putting out very neat letters, Miss M." Many a time a sentence suggesting that work is heavy today and we will all have to do our best to finish it on time, or that the work is heavy today but that is a good sign from the firm's standpoint, will have the effect of creating interest.

The human employee is not a mere machine. The more he can be made to realize that he is not regarded as such, the better worker he will be. This leads to the conclusion, which I think facts bear out, that you will find the most clock watchers in those places where the help approach most nearly to simple cogs in a machine.

¶ Words are tricky things. Three or four words, arranged in one or another way, may precipitate a war, a divorce scandal, or a riot at a christening. You must watch words closely when you put them into advertising or correspondence. You must consider their effect on the other fellow. There was a street fakir once, back in our home town, who was selling cough medicine. And he said, in one part of his discourse, that "thousands of persons would rise and acclaim the merits of Doperine if they were alive to tell the tale today."

JOHN NICHOLAS BEFFEL

# Money from Ads—Without Advertising

By FRANK D. NOEL

**T**HERE has been so much talk about how well advertising pays, what kind pays the best, and why it pays, that there does not seem to be so much that is practical left to do but to keep one's "nose to the grindstone" and figure out ways to make it pay better.

It is useless to tell the business man that advertising pays, but there is one point—the point I am most interested in at present, and I believe it is one most often overlooked by the advertiser—and that is, that advertising *pays the reader*.

We have heard much about the goods, the manufacturer and the man who constructs the sales machinery, low costs of production, results of sales, and larger margins of profit.

But the buyer—the reader of the advertisement—holds in his power the ability to enlarge the margin of profit—upon him rests the responsibility of making a profit by *saving*, and it is no small responsibility. It is upon him that rests the duty of making money from ads without advertising.

If he is the buyer for a home, he must buy that which offers the most comfort to those dear to him, at the most conservative figure. If he is the purchasing agent for a large concern he must know all about the new devices and methods for saving time, as well as being able to place his hands upon the products his firm handles.

It is necessary for him, in these days of competition, to equip himself or his concern with every facility for saving time and labor; for a competitor with better tools than his can often cut him off from a market or cripple his margin of profit, because the man who can live well or the firm that can produce the same goods, device or proposition, at less expense, can outdistance him in the race for success.

Here, then, is another meaning for the word "advertising." The experienced wide-awake buyer will study advertisements in his line of business as rigorously as he studies his catalogs. He is ever on the alert for something new—something better.

For this reason advertising is responsible for commercial progress. It is thus responsible for the successes of firms who have walked ahead of their competitors under practically the same conditions. Their success is not due entirely to the fact that they have advertised judiciously, but it is due, in a great measure, to the fact that they have taken advantage of the advertising of firms who produce the article they use. They have carefully considered the proposition those advertisements portrayed and have investigated each with the result that their purchasing agent has been supplied with a broader field to select from, and has kept out of the rut by informing himself on the various ways of making a profit by saving.

Regardless of the truth of all this, it is appalling to find the number of buyers who will not listen or consider listening to any new proposition presented to them either through an advertisement or through a salesman's personal solicitation.

Hark back for a moment to the time of the advent of the adding machine. Some of you fellows who read this will remember how you struggled and toiled nights trying to find a way to get that banker or commercial buyer to listen while you told him what the adding machine would do for him. He didn't want to listen, did he? But at last he came around, and now the firm with any amount of figuring to do would consider itself a back number if it did not have a machine in the establishment.

This is only an example, given because it is well known to almost everyone. But there are thousands of other time and labor-saving devices on the market; systems of reducing costs, and processes of manufacturing fully as useful as the adding machine, the typewriter, etc., which the buyers refuse or neglect to investigate.

I have always said that if I had a buyer in my establishment who refused to investigate any proposition put to him, he would lose his job.

The first time I ever said that, I was told that I was radical—crazy—that my buyer's time would all be taken up listen-

ing to propositions that would prove to be useless. I will admit that is the general verdict, but it's wrong.

Go into the purchasing department of the largest and most successful establishment you can find. Consult the purchasing agent, and invariably you will find a man ready to listen to anything that sounds like reason. His door is open to anyone who has anything to sell, and watch how he pricks up his ears at something new.

Don't mistake me; because he listens is no sign that he is going to buy, but you bet

he is going to know what is going on. He is going to know that such and such a thing is on the market ready for him when he is ready for it, and all because he knows that it is for him to make a profit on the other fellow's proposition, no matter whether it is presented to him personally or whether he gains a knowledge of it through an advertisement. He treats it as an advertisement paid for by the other fellow and makes his profit by taking advantage of it when the time is ripe.

## Affinities

When I am "blue"  
I find the sky  
Is just as blue as I,  
And in that blue  
Of sky and me  
There seems a fine affinity:  
Sky's blue is sunlight shining through,  
And mine's the same thing trying to.

*By*  
RAY CLARKE ROSE



# Wasted Opportunities

By T. H. BAILEY WHIPPLE

**S**TRICTLY speaking, it is my purpose to speak briefly of wasted *time* rather than of wasted opportunities; in other words, it is not in the sense of propitious or favoring circumstances that I use the word opportunity; I do not consider its meaning in the sense of vigilance, tact, and daring in seizing upon and crowding by persistence, opportunity to its utmost possible achievement.

My purpose is to advocate that time properly utilized will naturally, spontaneously, automatically, and abundantly create or yield its own opportunities for success and happiness.

I wish to consider opportunity in the liberal sense that applies to every earnest and industrious human adult.

## Time's Loose Change

My purpose is to speak very briefly of the extravagance in dealing with "time's loose change"—our leisure moments; those many hours not devoted to obeying imperative demands—to speak of the value of that mental force not applied to the ordinary tread-mill of enforced action.

It was Emerson, I believe, who said: "Every man is as lazy as he dares to be." It has been my observation that when it comes to daring to be mentally lazy, there are surprisingly few cowards. The average man is so averse to reasonably continuous mental activity involving effort upon a plane of reflection and conscious reasoning, that I have often wondered if in the plan of evolution, God had not ordained this indifference and slow progress for some beneficent reason not, as yet, revealed unto us.

The vast majority of human beings operate at such an unnecessarily low brain load factor that herein lies the tremendous advantage to him who will systematically increase it.

The industrious person with a *program* to which he persistently adheres, will not

succeed, necessarily, because of talent, but because he has so little competition.

## Usual Cause of Success

To my mind, the overwhelming majority of all successes of a normal character are not due to talent, nor even to industry, *per se*, but to painstaking care, embraced in pride of performance,—“doing it to a finish”—not necessarily an artistic finish, but the best finish of which the individual performer is capable.

When one puts his very best into an action or a series of actions, the results may be far from the standard of the ideal, but they will so far outclass the achievements of the haphazard and indifferent as to insure a relatively high success.

The altruistic impulse or the instinct of evolution or progression, is even more dominant, if possible, in the plan of creation, than the instincts of self-preservation and reproduction. This is true of humanity as a whole, if not of the individual. This statement may *apparently* contradict the chief claim of my previous statement relative to man's natural laziness, but it in reality does not. Progress is continuous in spite of man's indifference, but it is the unnecessarily *slow rate of progress*, about which I called attention.

## Volitional Progress

Individual volitional progress, man's prerogative, seems to be an endowment of the Almighty when planning man's responsibility through the medium of what is termed “free agency.”

God endowed us with *will*-power, in adjusting the relations between our objective and subjective minds.

It therefore devolves upon us to promote our own progress and this can best be done by *willing* to work our brains at a high load factor, relaxing only enough for necessary recuperation.

Such a program will automatically create countless opportunities; will so educate our taste and educate our higher faculties that

we grow restless unless profitably employed.

As progress is nature's highest law, we cannot feel that we are growing into the image of God unless we cultivate the altruistic spirit. This spirit of unselfishness or "other-regarding," can be manifested only in the service we render others while performing our daily work. If we each of us will associate the idea of man-building with business-building and of man-power or self-efficiency with our study of the various phases of mechanics and engineer-

ing, opportunities will flow in until ordinary competition will vanish like mist before the fervent warmth of the sun's rays.

The optimist doesn't always make good but he will make good oftener than the pessimist. He doesn't always reason correctly but with a full development of that positive quality—confidence—confidence in himself and other people—he will carry through an undertaking in which the half-hearted pessimist would never make a start.—*Orville Allen*.

## Check Up Your Business and Yourself

By ORVILLE ALLEN

**T**HE man in business nowadays, who doesn't check up every once in a while soon gets his business in a condition where he has none to check up.

At least once each year he finds the amount of stock he has on hand, the amount of business he has done the past year, where he had extra expense that could have been avoided, where he could have produced more and better goods and at less cost, where he could have placed two cases of goods and had been only placing one, and after a general survey—a checking up—he sets his goal for the next year's business and starts out with a new vim to reach it.

He continues this checking up from year to year, until in the course of time, he finds that while in the beginning he checked up only a small business, now he is seeing to the checking up of one of the great business institutions of the land.

Of course the great business institution, as Emerson said, is only the lengthened shadow of the man, and while he was checking up his business, he was, unconsciously perhaps, checking up himself. And as his business grew, he was, unconsciously perhaps, growing himself.

So man, if he would grow, must check up.

All things are great or small by comparison. Man to check up on himself must compare himself with other men or with his ideal man, find out the things he

has not, the things he should have, set his goal and start for it with a determination to win.

But man, like the business man, must check up his entire working capacity. Not only his ability to think a few original ideas, or his ability to make money, or his ability to partake of many of the so-called enjoyments, but his ability to work as one harmonious whole.

And unless man does check up himself mentally, morally and physically, and work for a continuous and equal development of the whole man, he will find that he is on the same track that the business man was when he awoke one fine morning and found his business in the hands of the receiver, all because he had an over-development in one or two of the many departments at the sacrifice of the whole.

But if man does check up and work for the harmonious development of his composite self, he will attain true success.

And then he will know, that like the watch which is a true time-keeper, his success was not due to the development and working of any one of his faculties and qualities, but to the harmonious development and working of the entire equipment.

When all is holiday, there are no holidays.—*Lamb*.

Let's take the instant by the forward top.—*Shakespeare*.

# Let's Ask, "Why?"

By MILTON BEJACH

*Advertising Manager, The McCaskey Register Co.*

**C**AN you imagine the state of mankind or the condition of humanity if no one had ever asked, "why?"

Can you conceive of a world where every operation of natural law is accepted without question, where no one gropes for reasons, where no one wants to learn the reasons for mysterious effects?

Big words and foolish thoughts?

Not at all. The child, the savage, every reasoning thing, asks "why."

From the time the cave man dragged his woman by the hair to his hole in the rocks, down to the present, men have asked "why," and in asking and answering have grown wiser and stronger and have built up this civilization of ours.

"Why" is the big question in the commercial world as it is in the world of laboratories, observatories and priests' closets. All the world wants to know.

The scientist asks "why" and gropes for the answer in glass tubes and retorts 'mid smells that stifle.

The astronomer sweeps the blue vault with his glass to solve the riddle of the universe. The priest searches his own heart for the answer to the question of life.

The business man asks "why" to learn the reason for his success or failure.

Upon the answer depends the success or failure of future enterprises.

Business as it is practiced today, is as much a science as medicine or the law.

The men engaged in business do not call it a science. Those we have known as scientists think of the science of business as a joke. They know little or nothing of the elaborate machinery of business, the checks and safeguards the business world is beginning to throw around every enterprise of importance.

Business men are beginning to ask "why." They are also beginning to get the answer to the eternal question.

We know that the reason for some successes lies in the personalities of the men behind the enterprises.

Sometimes success comes in spite of the personalities of those who engineer the

business. Then the reason may be found in one of these causes: public demand because the time was right; demand fostered by advertising; failure of competitors, or (and here is a reason that should perhaps have been named first), because the men who bore the burden never faltered, but studied and fought until they put over their proposition and accomplished that for which they wrought.

There are doubtless hundreds of other reasons why some enterprises succeed and others fail. We are just beginning to look for reasons.

When we solve the question, "why," most of the fun will be gone out of business and then men will buy and sell and work for gain alone and not as now, as much for the love of the game as anything else. But that time is far distant and you and I need not worry that it will come in our lifetime.

## The Scientific Method In Business

Let's look into this matter a little more closely.

You and I are concerned with selling—getting people to buy at a price that pays a profit. Some men we know have distinguished themselves by their work in selling. Some sell by the printed word, others by the oral. They fail but rarely. Why?

Ask these men and some can tell you the reasons for their success. They have asked "why," solved the problem and applied the answers to the work in hand so scientifically that rarely do they fail to accomplish that for which they strive. The reason one will give will be different from that given by any of the others.

Why?

Perhaps it is because no two men are exactly alike in personality and mental capacity and the cause that makes for success in one man might lead another to ruin.

Some of the successful ones you and I know or have heard about can give no reason for their success. They have succeeded without asking "why." They have, however, learned that a given cause will

produce a given effect and unconsciously they work for that cause.

The failures never ask "why;" they never know why they fail. If they knew, they would not be failures.

Let's find out why we fail here and succeed there. Let's analyze our successes and failures, put them under the glass and learn. Let each of us do it for himself, get the answer for himself, because it is only by his own efforts that a man grows strong.

If we fail to sell a given prospect, let's see wherein we erred, what argument we omitted or gave that was the turning point, that influenced the decision for or against us.

Let's study this game of business as a scientist delves into Nature's secrets in his laboratory. And so shall we succeed or fail in this game of business as we succeed or fail to answer the question, "Why."

Yes, be hopeful, because hopefulness is the mainstay of life—the thing that makes

life worth while. But don't be one of those hopeful beings who never get anything or anywhere because of his overdeveloped hopefulness and his lack of other positive qualities. Better enforce that sterling quality, energy, and then give thanks, rather than to be a hopeful.—*Orville Allen.*

## Ability in Business

By Don E. Mowry

**A**BILITY in business means that you have acquired adequate strength, both physical and mental, to cope with business problems in a knowing way. Are you sure that you know? That's the key to the situation. It means a great deal to say: "Yes, he has ability in business—he knows." What are you doing for yourself to make others say that you know? Are you imagining that you are as good as the ability man, when, in reality, you are standing still?

## What Advertising Is

By JEROME P. FLEISHMAN

**O**NE hears a good deal about advertising nowadays. By a great many people it is looked upon with awe—looked upon as some mysterious power, within the finances of the few and beyond the reach and understanding of the many.

But there is no sleight-of-hand or mystery about advertising. How news is secured by a newspaper is pretty well understood. The paper has its reporters and correspondents, who keep in touch with the world's happenings. These happenings are written up, set into type, printed and circulated.

The merchant has news in which the public is interested—the *news of his store, his merchandise, his prices, his service*. He gathers that news together, sends it to the newspaper, where it is set into type, printed and circulated. *That is advertising.*

Some news is more interesting than other news. Some ads are more interesting than other ads. The merchant who has the

right goods, at the right prices, with the right kind of store service, and who does the right kind of advertising gets the right kind of results. I can't see anything mysterious or puzzling in that.

"The man who does not advertise because somebody said it did not pay, ought not to believe the world is round because the ancients said it was flat." Advertising *does* pay. The most successful business men are those who advertise—who advertise honestly, intelligently, consistently and *persistently*.

Charity, as I understand it, is not only helping the poor, but it is putting forth your every effort and thought to remove the cause which makes them poor. Charity, like everything else in business, has dealt only with the material conditions, instead of improving the conditions. But business is slowly making its change which of course will mean better charity.—*Orville Allen.*

# The Sheldon Summer School for 1911

By A. R. WINES

I AM writing this before the echoes of the last song around the campfire have died away. And yet it will not reach you, curious reader, until the September number of *THE BUSINESS PHILOSOPHER* appears next August. So the editor asked me to tell you, at the very beginning of my story, just why it has taken so long to get the account to you of a session that began on the third day of July and ended, all out and over, on the fifteenth.

The answer is this: in magazine publishing, a well prepared product demands that time be taken by the forelock—and in this case, Time's front hair is long and must be seized by the tip or we become hopelessly entangled in it. When the Summer School closed, and the reluctant farewells were being said, the August number of *THE BUSINESS PHILOSOPHER* had been printed and was about ready to be mailed to you. So the first opportunity that I have to tell you about our good times here is in this issue.

## How We Celebrated the Fourth

It all began on Sunday afternoon, July the second, when the sonorous chant, "T-o-r-o-n-t-o, Toronto," started the echoes among the oaks and around the lake. Eighteen men from the Canadian metropolis had arrived from the special car, taken possession of their quarters in the southwest segment of the circle of tents, and set up their totem pole. A few others arrived that evening, but the Toronto camp was headquarters for a quiet Sunday evening under the stars.

Monday was the official opening. The Henry C. Boes Catering company, of Chicago, served the first breakfast in the new screened dining hall, spacious, cool, and light. Mr. Sheldon gave the address of welcome in the big tent.

All that day the 'busses brought the crowds.

They came from Maine, Massachusetts, New York, New Jersey, Pennsylvania, Ohio, Michigan, Indiana, Illinois, Kentucky, Florida, Texas, Missouri, Iowa, Minnesota, Oklahoma, Kansas, Nebraska, Wisconsin, District of Columbia, Mary-

land, California, Quebec, Ontario, New Brunswick, Manitoba, Saskatchewan, Alberta, British Columbia, Norway, and South Africa. Among the arrivals Monday afternoon, were fifteen in the party from Winnipeg and Western Canada.

Some had been at the Sheldon Summer School for 1910, and one or two at the session of 1909. There were reunions and new associations—both happy adventures.

By the time the campfire was lighted in the center of the big circle of tents that night, the Sheldon Summer School for 1911 had been organized, and everyone knew everyone else. They sang, spouted poetry and humor, told stories, and chaffed one another as if they had been together for months.

The next day was Independence Day—the Fourth of July.

We celebrated, first by athletic events, including a horse-show under the direction of Arthur W. Koon, master of horse, and aquatic sports in the waters of Lake Eara. Then, just at dusk, everybody gathered in the woods on the south bank of the lake to watch the fireworks. You should have been there to see.

Messrs. J. W. Magill, and Charles Martin, of Chicago, had donated a wagonload of pyrotechnic plunder for the occasion. Messrs. Magill and Martin own summer homes on Lake Eara, and their grounds were gorgeous with Japanese lanterns and other flashing displays of light. On the north of the lake, close by their homes, is a large lawn-like hillside, running down to the water's edge. It was from this that the fireworks were displayed. I can't describe them. I can only repeat that you should have been there to see.

When the last artificial lightning had flashed, and echoes of the last roar of artificial thunder had been lost among the trees, violin and piano took up the anthem in sweeter strain. It was the music for the Fourth of July Ball in the big hall in the administration building.

## The Practical and Profitable Side

But the session wasn't all rollicking fun, although it was all enjoyable.

Beginning Wednesday morning came the lectures on man building by Mr. Sheldon, those on advertising by Mr. Goodwin, and the formation of the class in physical culture under the direction of Mr. Hamilton.

The students were earnest and hungry for knowledge and the best means of its application, so the interest in the class work was as intense and whole-souled as the fun.

In the intervals between lectures, there was tennis, basket ball, passing the medicine ball, quoits, swimming, canoeing, rowing, fishing, horseback riding and tramping. There was also a strong tendency among the students to gather in larger and small groups to discuss the problems of personal development and business science. At times, these discussions became animated and general, and were of great value.

#### Winnipeg Wins Field Day

The Toronto contingent brought with them a silver cup, which, with its pedestal, stood about a yard in height, offered as a trophy by Mr. Bergey, their leader, to the city whose representatives at the Summer School should win the highest number of points in the athletic events of field day. There was some heat of good natured rivalry over the cup, so that the events of Saturday, the eighth of July, made the camp lively.

The sports were varied, including track and field events, aquatic contests, base ball game, and tennis and quoit tournaments. When the points were all added up, it was found that the representation from Winnipeg was the winner of the big cup. But the boys from Western Canada promised to bring it back with them next year, to be striven for under the same conditions as at this session.

Saturday evening, there was a costume dance in the hall. Again I must be content with saying, you should have been there to see it. Far be it from so prosaic a scribe as I to try to describe the costumes representing different nations and historic times, to say nothing of those that were just beautiful without trying to be otherwise instructive.

Sunday was a quiet day in camp. A meeting was held in the big tent at half

past ten in the morning, at which Mr. Sheldon spoke on Compensation, reading some original lines of his own on the great subject.

On Monday morning began the series of lectures by Dr. Katherine M. H. Blackford, on the science of character analysis. These continued throughout the week. The doctor is always a popular lecturer at the Summer School, and this year was no exception. Our only regret was that she was with us only one week.

During this week, also, Mrs. Sheldon delivered two lectures on Child Education to deeply interested audiences.

Dr. Wilkes spoke on business economy, George Landis Wilson discussed system and cost, Mr. Atwood made an address on co-operation. On the previous Saturday, Mr. Francisco had spoken on business science.

#### Great Crowd Sees Spectacle "Hiawatha"

On Friday evening of this second week, the students of the Sheldon Summer School, assisted by the employes of the Sheldon School, gave the spectacle, "Hiawatha." The event is described better than I could do it by Mr. T. F. Swan, writing for the Lake County Independent:

#### HIAWATHA IN PANTOMIME

##### Large Crowd Witnessed Presentation at Lake Eara Friday Evening

What was perhaps the largest crowd ever assembled within the confines of our little village came out to witness the second annual presentation of Hiawatha at Lake Eara by the students of the Sheldon summer school last Friday evening.

They came by car, by auto, by wagon and afoot; and it seemed as though all of Lake county must surely be assembling on the sloping hillside at the foot of which the wigwam was pitched. Some have estimated the number at five thousand and others more conservative put their figures lower.

The electric cars fell far short of handling the crowd. One came in with a fair sized load perched on the roof. There

could be no spot more ideal for the purpose than the spot selected for the portrayal of this tale of the long departed redskin. Isolated from any habitation of man it was an easy matter to imagine oneself back in the age of the aborigines when the events of this tale occurred. The ground itself is wonderfully adapted to a performance of this kind, inclining as it does towards the lake thus forming a sort of natural amphitheatre where the audience may sit, each row higher than the one in front. The reader was well chosen and his powerful voice carried clearly to the outermost edge of the crowd enabling all to follow closely the pantomime of the actors. The pantomime was ably executed showing signs of diligent study and careful training.

The lake in the back ground made possible some very telling scenic effects in the arrival of the missionaries and the departure of Hiawatha.

The favor in which this performance is held by the people round about is amply attested by the number who came to see it and if the increase in attendance next year is proportionate we wonder where they will find room.

On the south bank of Lake Ears,  
Gently sloping toward the water  
Lies the land. And 'round about it,  
With their high and widespread branches  
Giant Ash and Oak trees standing,  
Form a wall, and high above it  
Hangs the sky—the only cov'ring  
Of this Nature's own theatre.  
At the foot of this green hillside,  
Near the water, stood a wigwam.  
On its inner wall hung blankets,  
Bright hued beads and belts of wampum.  
On the outside skins of beaver  
And of otter, soft and silky.  
This the stage from whence the story  
Was to come of Hiawatha.

Never was the lake more lovely.  
Never had the breeze been softer;  
Scarce a ripple of the water,  
Or a movement of the tree tops  
Marred the summer evening quiet,  
Many people there had gathered  
And were seated on the hillside  
Waiting patiently, expectant,  
For the telling of the story  
Of the valiant Hiawatha  
And his lovely Minnehaha.

On the left burned bright the campfire,  
And its red flames leaping upward  
Bathed the leaves in ruddy splendor,  
Like a mellow summer sunset.

On the left hand stood the reader  
He who was to tell the story—  
He whose voice would ring the gladness  
And anon would moan the sorrow  
Of the tale, white men and maidens  
In the deerskin clothes and feathers  
Of the people long departed,  
Would portray each thought and action  
Of the tale of Hiawatha.

Slowly then the wigwam opened  
And a hush fell o'er the people,  
For within stood Hiawatha,  
Tall and supple as a sapling  
And yet arrowlike in straightness,  
He was telling old Nokomis  
Of his love for Minnehaha,  
In the land of the Dacotas;  
And avowing his intention  
Straightway to depart and seek her.  
Then we heard Nokomis speaking,  
And her loving admonition  
Lest she be a bride unworthy  
Of the fearless Hiawatha.  
Then we followed Hiawatha  
As he journeyed north and westward,  
And with him we reached the wigwam,  
Wherein dwelt the arrowmaker  
And his daughter Minnehaha  
Heard him ask her hand in marriage,  
And the arrowmaker's answer,  
Saw the blushing Minnehaha,  
All her love for him confessing,  
Give herself to him forever.

Then the wedding guests assembled,  
Richly dressed in bright hued garments,  
And we saw the happy feasting,  
Heard the songs and story telling,  
Saw the games and joyous dancing,  
And our hearts were filled with gladness  
For the joy of Hiawatha  
And his lovely Minnehaha.

Then there came upon this people  
Dark despairing year of famine;  
Deep the snow lay in the woodland,  
And the haunts of bears and bison  
Knew them not, and Hiawatha,  
Lean and gaunt from weeks of fasting,  
Saw starvation grimly staring.  
On a cot within the wigwam,  
Sick to death lay Minnehaha;  
And despairing, Hiawatha  
Seizing then his bow and arrow  
Hurried out into the forest  
Vainly searching for the wild beast,  
While behind him in the wigwam  
Minnehaha, weak and famished,  
Moaning lay and ever calling  
For her absent Hiawatha.  
Filled then were our hearts with sorrow  
Sorrow for this suffering people  
While we watched, the great white Father  
Came and called his daughter to him,  
And returning, Hiawatha  
Found her spirit had departed.  
Terrible his lamentations,  
Awful was his grief to witness,



And while loving hands prepared her  
For the sleep that knows no waking,  
We joined with him in his grieving,  
Longed to offer consolation.

To her new made grave they bore her  
And the red watch fire they kindled  
While from out the forest fastness  
Echoed Hiawatha's moaning:  
"Minnehaha, laughing water  
Minnehaha gone forever."

Then we looked across the water  
And upon its placid bosom  
In the bright glare of the campfire  
Came a boat, and standing upright  
In the prow was seen a figure  
With his hands in peace extended.  
Robed in black was he and brightly  
Gleamed a cross upon his cassock.  
Thus the Jesuit Missionaries  
Came to comfort Hiawatha.  
Beaching their canoe of birchbark,  
Slowly to the fire advancing  
While these children of the forest  
Spellbound gazed at them in wonder,  
Wond'ring, listened while they told them  
Of the God of love and mercy  
And the Savior came to save them  
With his blood for sin atoning.  
Then spoke Hiawatha to him:  
"Let us ponder o'er your message  
While you rest, for you are weary."  
Quickly then into the wigwam  
Entered they and soon in slumber  
Rested there while Hiawatha  
Sat and pondered o'er their message.  
Softly then we saw him rising,  
Careful lest he wake the sleepers.  
Heard him whisper to Nokomis  
That the time for his departure  
Had arrived and heard him charge her  
With the keeping of the strangers  
Then we saw his preparation  
For the journey, heard him bidding  
Farewell to his noble warriors.  
Lightly to the water springing.  
Into his canoe of birch bark,  
Out upon the tranquil waters,  
Straight into the west he drifted,  
Looking back with arms uplifted;  
While upon the shore his people  
Stood with heads bowed low in sorrow  
To his parting benediction.  
Straight into the west he drifted  
And his face serene and smiling  
While the sobbing people murmured:  
"Farewell! Farewell! Hiawatha."  
Thus it was that Hiawatha  
Went to meet his Minnehaha.  
For a second all was stillness;  
Then the concourse on the hillside,  
Realizing that the story  
Of the Northland had been finished,  
Broke into applause unbounded;  
Long and loud the forest ringing  
With the sounds of acclamation.  
Many were the hearty praises  
Of this band of story tellers  
As our way we slowly wended

Homeward through the summer starlight,  
Each a new learned lesson taking  
From the life of Hiawatha.

On the south bank of Lake Eara,  
Gently sloping toward the water  
Lies the land. And soft the night winds  
Murmur in the rustling tree tops,  
Here it is that once each season,  
When the summer time has vested  
Nature in her brightest garments,  
Gathers all the tribe of Sheldon  
When they hear the Big Chief calling—  
Calling them to cease their labors,  
And to hasten to the pow wow  
If they would acquire knowledge  
That will aid them in life's battle.  
Here it is that once each season,  
When the summer school is ending,  
Just before the tribe, disbanding,  
Seek their sev'ral avocations  
Once again is told the story  
Of the life of Hiawatha  
And his lovely Minnehaha  
As the years roll swiftly onward.  
Bringing time's remorseless changes.  
May this custom know no ceasing,  
But continue on forever.  
And perhaps in coming ages,  
From the land of happy hunting,  
All these valiant pioneer tribesmen  
May look down upon Lake Eara  
And behold their children's children,  
Telling once again the story  
Of immortal Hiawatha  
And his love for Minnehaha.

#### Farewell to Area

After the performance, the students of the Summer School and employes of the Sheldon School and their friends gathered in the hall for the farewell dance. At this dance, during an intermission, the cup was formally awarded to the Winnepeg victors, and all winners of first and second places in the field day contests received ribbons for their prowess. There was much cheering and some speechmaking.

All day Saturday they were reluctantly leaving, saying *au revoir* but not *goodby*, because almost to a man—or woman—they told one another that they would be back here next year, with many friends in their parties, and prepared to make it mighty lively for any city that tried to take away that big cup.

Live for something, have a definite aim in view but remember your greatest usefulness in this world is to make others, with whom you come in contact, happier.—  
*Orville Allen.*

# One Way to Get Subscribers

By ALBERT SIDNEY GREGG

**A**SOLICITOR who can take six thousand subscribers a year for a religious paper is a rare man, and his methods are worth investigating. I am going to tell you about such a man. His name is B. M. Stoddard, and he is now connected with the Republican Publishing Company of Hamilton, O.

When I first met Stoddard he was "surprising the natives" in New England. His plan was very simple. He would go to a town and arrange for the pastor to accompany him on his rounds, and when it was all over he would turn in from forty to seventy new subscribers as the result of probably a hundred calls. Stoddard would be as fresh as the proverbial daisy after such a day's work, but oh, the dominie—he had been trotted around in a way that gave him a new insight into the ways of the world, and the ways of a live wire solicitor. Many times, however, the calls would be made in a carriage, with a driver trained to stop and start his horse quickly.

## The Science of Establishing Confidence

After quizzing Mr. Stoddard about the secret of his success I finally reached the conclusion that he did not possess the occult powers ascribed to him by those who saw the results but did not understand his methods. He was scientific in all that he did. His first step was to persuade the pastor to go with him, which was not always easy when the mistress of the manse was around, for the mistress always had an eye to the dignity of the man of the house, and did not consider it dignified for him to run around taking subscriptions like a book agent. Generally, however, the wife was won over without much delay, and the "master of the manse" was permitted to go on his way.

The pastor was not expected to do any soliciting at all. He merely introduced Mr. Stoddard in a few words, saying: "I wish to introduce Mr. Stoddard." He was not allowed to introduce Mr. Stoddard as the "agent" or "representative" of the paper. He then held his peace and let Mr. Stoddard do the talking. They rarely ever stayed in a house longer than a minute.

After being introduced Mr. Stoddard's usual approach was to say to the lady: "We are calling on fifty families of the church, and if it is agreeable and convenient we will send your name in with the others," and with these words he would hand her the paper. He did not open the paper up and display its contents, neither did he urge upon her the duty of taking it. Telling the lady that they were calling on fifty families does not sound very significant, until you learn that there were probably 100 families in that church. Naming fifty under such circumstances would subtly convey the impression that the person being called upon was listed among the fifty exclusive families of that church. It also created the impression that all who subscribed would be in choice company, and that none could afford to refuse.

In naming the price Mr. Stoddard used a formula something like this: "The paper will cost you five cents a week, which makes it \$2.50 for the year for the fifty-two numbers, and when the subscription expires we will be courteous and discontinue unless you renew it."

In place of taking time to establish confidence or create desire Mr. Stoddard assumed both and began talking business at once. He made the lady feel that he was doing her a favor to call for her name—so she would not be left out of the chosen number. If he discovered that he could not take her subscription he would make a neat "getaway" by saying: "I see you are already pretty well supplied with reading matter. I will leave you to talk this matter over with your husband and you may hand your name to your pastor and it will go in with the rest of the list."

In reply to my question as to whether he had ever been able to get many names without an introduction by the pastor he replied that he had tried it once, and while he had succeeded to some extent, he found it a very hard task.

He called on a prominent pastor in Danbury, Connecticut, once, who had a church of 1,000 members, and asked him to go the rounds. The preacher objected strenu-

ously, saying he did not have time, and making other excuses. Mr. Stoddard replied by saying that he was canvassing churches in that locality and the fact that he had been with Dr. Blank would be of great help in approaching other pastors. He proposed that Dr. Blank go with him to half a dozen houses so he could say that he had been with Dr. Blank. The doctor fell in with the plan and got into the carriage—and Stoddard kept him going for ten days and turned over a magnificent list of subscribers for his denominational paper at the end of the campaign. He also left with the good will and endorsement of Dr. Blank who says Stoddard is a wonderful fellow.

#### **Fine Art In the Approach**

Stoddard has canvassed in New England where the ground is bare and the picking hard, and ranged over the intervening states clear out to Missouri where the people must be "shown." He has helped at least two church editors to hold their jobs by increasing their subscription lists, and has brought joy to the heart of more than one publisher who wished to get in more money from subscriptions. He has been over the ground with every Methodist minister in Brooklyn, all over New York state, and has a book of commendations from ministers, all praising his work and none criticizing. This book he intends to have bound as a curiosity.

In making a final analysis of Mr. Stoddard's methods it seems that he had reduced soliciting to a fine art in the "approach" the "sale" and the "getaway," and the same principles can be applied to other lines of salesmanship. The use of the pastor established confidence and put the lady at ease so he could work. In other lines the same principle can be applied by using the name of some person in whom the prospect has confidence.

I know an insurance salesman who has little cards of introduction ready printed so he can get influential men to sign them as he goes along and thus open the way for interviews with other men of the same class.

A solicitor for a benevolent society had located some money in the possession of a rich widow which he wished to obtain for

his organization, but realized that he would have trouble in getting an interview if he did not have the right "key." Later he discovered that her confidential adviser was one of his friends. Thereupon he called, at her house, announced himself as a friend of "Mr. Adviser," got through the door, into the back parlor, had a nice chat and came away with a check. Stoddard's success was due largely to the employment of the principle of establishing confidence by introduction.

#### **Ways of Winning Confidence**

Happy is the salesman who can inspire confidence by his own personality and do it on the spot.

You can often make people believe in you by assuming that they do, and act on that assumption from the outset.

There is much in the direct, confident, approach.

I know a man in Boston who is wonderfully successful in getting subscribers for a well known weekly periodical. He canvasses the big office buildings and besides his commissions wins numerous prizes for earning larger commissions than other salesmen. His method of approach is a gem. He never announces his name. He enters an office, goes right up to the man at the desk, with a confident, ingratiating manner, holding out a copy of his paper and says: "I do not believe I have taken your name yet," and before the man at the desk can defend himself, his name is down on the order blank.

He keeps this up from early morning until late at night, and how many men he approaches in that way nobody but himself will ever know, and he will never tell.

The little lesson which I wish to impress as the result of the foregoing is this: The man who would sell anything must first learn the scientific way of going at it, and then work steadily and persistently from morning until night, and the results will be as sure as the rise and setting of the sun.

Don't marvel at luck or attribute anyone's success to luck. Reason it out logically and you will find a cause—rather than luck. Even the baby's fall can be accounted for by someone's carelessness or infantile awkwardness.—*Orville Allen.*

# Helpful Hints for the Student of The Business Philosopher

(SEPTEMBER, 1911 ISSUE)

1. Name three articles in this issue that contain something that can be of practical use in the business in which you are engaged.

2. Tell how you would apply these things to your business.

3. Name three articles in this issue that contain something of practical use in your own life and work.

4. Tell how you would apply these things to your own problems.

5. From which article have you received the greatest encouragement to go on de-

veloping your efficiency?

6. Which article do you think has the most practical suggestions for the development of efficiency? What are these suggestions?

7. What one thought in this issue has made the deepest impression upon your mind? Why?

8. Give three or more thoughts selected from this issue which you believe will be conducive to self-improvement, and, therefore, Efficiency Development, and which you have committed to memory.

## Specific Questions on Certain Articles

### On the Front Porch—Page 505.

1. What is the distinction made here between surroundings and environment?

2. How may one choose his environment?

3. What is the result of choosing to be, rather than to have?

4. What are some of the results of choosing to be cleanly?

5. What are some of the other good things that one may choose?

6. Do you truly believe that one can change his environment?

### Relation of Brain to Skull—Page 515

1. What is the consistency of the human skull?

2. What is the relation of brain to mind?

3. What is the relation between muscular development and brain growth?

### The Questions of Socratic—Page 529

1. What two uses of the science of character analysis are demonstrated in this story?

2. Why is character analysis called a science?

### Success in Retailing—Page 532

1. What three qualities does the writer give as essentials to success in retail selling?

2. Are these qualities valuable in any other line of business?

3. Name one practical suggestion made by the writer that can be applied to your own business.

### We Can be More Efficient in Our Work—Page 542

1. What does one's work do for him?

2. Name one essential to efficiency in our work.

### On the Way to Broad Life Areas— Page 554

1. In what way is a powerful emotion helpful in attaining success?

2. In what way may a powerful emotion hinder one in his striving for success?

Give a three-minute talk on the value of the contents of this magazine to you.

# Brother Jonathan Bond



## *The SPIRIT of* PROGRESS

has taken us all into her confidence. Everywhere about us is evidence of her wonderful work. A remarkable improvement is especially noticeable in advertising literature; take, for instance, business stationery: No better proof could be wanted than the rapidly increasing use of BROTHER JONATHAN BOND, "The Correspondence Paper of the Day;" it simply shows that business men of today appreciate the importance of "the right thing" for every purpose and demand it.

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Address Division B

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# You Are a Human Chemical—

**Y**OU are therefore interested in "Human Chemicals," which is a little book written by Thomas Dreier and pronounced by Dr. Katherine M. H. Blackford, the formulator of the Science of Character Analysis, to be one of the best things written on the subject.

It is a snappy, keen, analytical, bright and scientific booklet intended to help executives manage their helpers.

It will enable you to more easily adjust yourself to others so as to produce harmonious relations.

It will give you *Reasons Why* some persons make you unhappy and *How* you can avoid that irritation.

It contains information that to big executives will prove of incalculable value in dollars and cents.

Joseph P. Day, the New York real estate auctioneer who sells \$100,000,000 worth of property a year, ordered all his associates to read it.

This booklet is a practical, common-sense, helpful, inspirational, business-building essay that will help you, no matter what your profession or position.

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SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# You Can Have Health, Wealth, and Happiness

Are you a business and social success, or merely one of the submerged millions? Are you a master, or one of the oppressed? How do you stand in your community, have you force and distinction?

Do you get out of life all the health, happiness and wealth you should, or have you given up in despair? Will you leave the world worse off for having lived? Think this over, decide—then write me for my system of Deductive Thought.



Eight years ago I was an ordinary clerk, sickly, discouraged and miserable, earning but a few dollars per week and without hope until I realized that the world and its good things were created for me if I would but think right and live right.

Today I am the head of two big corporations doing an international business. I am happy, strong and well-to-do, with a growing family, and I envy no man and would trade places with none, all because of my discovery.

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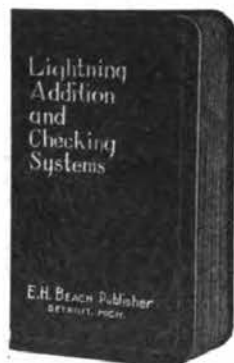


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This magazine is the best monthly magazine published for merchants of all kinds. It is filled every time with good ideas about developing trade. Frank Farrington edits it and sees that it is devoted to practical suggestions rather than theories and opinions. It shows you how to dress windows, with pictures of plenty of easy window trims. It gives you new ideas on all departments of store management. It has a department to which you can write for information on any subject. It has made the biggest kind of a hit with its subscribers and is worth ten dollars a year to any storekeeper. The price is \$2.00 per year. Sample copies, 20 cents.

## "Retail Advertising—Complete"

When this book by Frank Farrington was published last year we looked for a big sale, but we were not prepared for any such reception as it has had. It has turned out to be the most valuable thing of the kind ever offered to the retail trade. It is already a standard on store advertising for the average store. It is as good as an advertising manager for a small store. 12mo, cloth. 272 pages, \$1.00 postpaid.

## "Store Management—Complete"

A new book just out, by Frank Farrington. It covers store managing like a blanket. There is no part of the running of a store that is not well handled, and handled in a way that enables you to tell just what the writer means. It is store management simplified. If you want to run your store to do more business, to make more profit, to cause less trouble and worry, you can't do better than buy this book. We do not hesitate to say that it is the very best thing that Mr. Farrington has ever written. It is uniform in size and style with "Retail Advertising—Complete" and well illustrated. \$1.00 postpaid.

*The three postpaid for \$3.00. And  
your money back if you are not en-  
tirely satisfied with your investment*

**THE BACKBONE SOCIETY**  
ROCKEFELLER, ILLINOIS

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



**Prof.  
Henry  
Dickson**

America's foremost  
authority on Memory  
Training, Public Speak-  
ing, Self Expression, and  
Principal of the Dickson  
Memory School, Auditorium  
Building, Chicago.

## More About Remembering

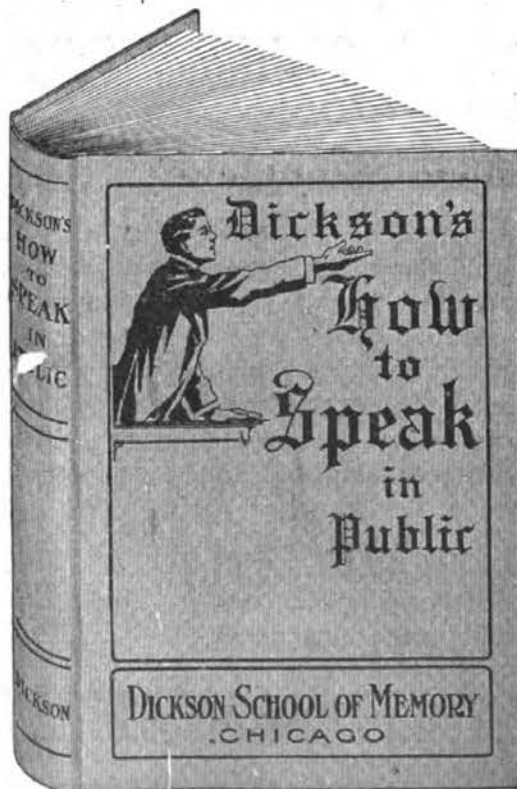
### ARTICLE II.

**L**AST month **ELBERT HUBBARD** told the readers of **THE BUSINESS PHILOSOPHER** something about my School of Memory. **HUBBARD** knows that the men I am helping most are you Managers, Secretaries, Teachers—men and women in business who need the Quick Thought, Accurate Judgment, Unhesitating Decision—in short, the Responsive Memory which presents Facts to you when Facts are needed. **HUBBARD** recommended my System to you because he knows that hundreds of readers of **THE BUSINESS PHILOSOPHER** have already raised their standard of efficiency by taking my method. ¶ Now I am addressing you personally. Increased efficiency, greater abilities, higher standards are all for you, my booklet will explain. Simply cut out and mail coupon below. Accuracy of Memory is not all that is covered by my method. Remember the man who was called upon to speak—He arose, stammered, sucked air, gurgled ice-water—forgot—and sat down in the kindly silence. Memory in Relation to Public Speaking was what he required. That is one of the many subjects in my Method. It is very simple; you do not realize the capacity of your own brain until you have put it through a few easy exercises. Ability is latent within you, simply it needs developing. You will be surprised to note how quickly and accurately a *trained* faculty responds.

## A Trained Memory is Man's Greatest Asset

### Dickson's How to Speak in Public

De luxe edition, handsomely illustrated, richly bound. Is full of carefully selected material exactly suited to meet the needs of the man or woman who desires to be a successful public speaker.



Success in Life depends on what you say and how you say it. This book of mine on Public Speaking and Self Expression is based on my thirty years of success as an instructor in Public Speaking in Chicago University, University of Notre Dame, and other well known schools. Taken in connection with my memory training, you can obtain a far better and more useful education than is afforded by many of the best universities. The price of this 1911 de luxe edition is \$2.00. I will, however, present a copy absolutely free to every student who enrolls for my course of memory training within ten days after reading this offer.

*The ability to think on your feet, to focus your mind instantly and voice your thoughts unhesitatingly, interestingly, makes you a leader of men—and it's worth while.*

### You Can Have This Training

No matter where you live, what your vocation, or what your age, my course will make you infinitely more successful. Only ten minutes a day—no tedious lessons, only a simple method which teaches you—

How to remember names and faces of people you meet. How to focus your mind instantly on the points of a business proposition. How to commit a speech or toast to memory quickly, and deliver it unhesitatingly. How to converse at social gatherings in a natural, interesting way that wins friends. How to overcome self-consciousness, bashfulness. How to control your mind. How to memorize for studies, examinations, etc.

**The Dickson System of Memory Training has been highly recommended by such notables as Elbert Hubbard, Prof. David Swing, and thousands of others.**

The fame of this unique and successful system has spread over the entire country, and its successful graduates fill every walk in business, political and professional activity. While the weakest memories can be strengthened—many of the most intellectual men of the day have availed themselves of memory training.

**Fill Out and Mail Coupon Today If You Would be Successful**

Prof. Henry Dickson, Principal, Dickson Memory School  
938 Auditorium Building, Chicago, Illinois

Send me free booklet "How to Remember" also full particulars how to obtain a free copy of "Dickson's How to Speak in Public."

Name \_\_\_\_\_

Street \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# A CLEAN TOWEL IS A SAN-KNIT-ARY TOWEL

**T**HE particular man wants to wash himself clean, and then *dry himself clean*. He does not want a towel which even gives out a suspicious odor of having been already used. He does not want a towel which always leaves that tell-tale piece of lint. He wants a towel for his home or his office which dries out quickly and sweet, a towel which absorbs all the water and at the same time produces that delightful tingling to the skin.

SAN-KNIT-ARY Towels are different from any others made. Different, because they are protected by patents. Different, because they cost more to make—though not more to buy. Different because when once tried, they are declared by those who already know, to be better than any Turkish or other kind of towel made.

SAN-KNIT-ARY Towels are distinctly new. They are knitted, not woven. They are easily washed. Never need ironing. Never become stale or sour, no matter how long in use. Being thoroughly aseptic, they retain no odors. Sold only in germ-proof packets; never in bulk. Ready for use without first washing, as they are free from starch or sizing. *What more need be said?*

If you are not already using them, send us your name and \$1.00, and we will send you, all charges prepaid:

One Heavy Bath Towel, large size;  
One Heavy Bath Towel, medium size;  
Two Face Towels and a Wash Cloth.



Use them one week, and if you are not thoroughly satisfied, you may return them and we will promptly and cheerfully refund your money.

## SAN-KNIT-ARY TEXTILE MILLS, INC.

PHILADELPHIA, PENN.

Sold by all Dry Goods and Department Stores, Druggists and Haberdashers

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# How to Get a Better Job

☞ Tells how the man or woman without "pull" can get a better position than he or she now occupies. It gives the exact methods used by nineteen successful men and women in various branches of business to get and hold high-salaried positions.

☞ Every method of job-getting known to the business world is detailed in this book; many of these methods the average man has never heard of.

## What This Book Tells

How to locate well-paid positions that are not advertised—how to convince an employer that you are the man for the job—how to overcome an employer's objection that you have "insufficient experience." How to make a letter of application command an interview. How to advance in your present position—how to get a raise without asking for it. How to deal with employment agencies—how to detect "bluffing" employers. How to quickly pick up the points of a new business—how an inexperienced man can convince an employer that he knows all about his business. How to get a tryout. How and why great men succeed—how you can follow their example, and so on.

## What This Book Tells

In this book are written the methods used by a twenty-five year old boy to get a \$12,000.00 a year position as advertising manager; of a "down-and-out" man to get a well-paid position as salesman; of an inexperienced stenographer to land a \$20.00 a week job; of a stenographer to obtain a position as private secretary; of a store clerk to rise to branch manager, and so on.

You can get this remarkable book with a year's subscription to the

## American Salesman

It is edited by one of the ablest writer-salesmen in the country and is as valuable to the experienced man as it is to the beginner.

The regular subscription price of the AMERICAN SALESMAN is \$1. Send us a dollar now and by return mail we'll send you a copy of "HOW TO GET A BETTER JOB," the current issue of the AMERICAN SALESMAN, and a copy each month for the next eleven months. This offer is limited. Send your dollar now before it is too late.

# The American Salesman

VALPARAISO, INDIANA

Monthly—One Dollar a Year

A Monthly Magazine full of ideas. The companion of every ambitious salesman behind the counter or on the road.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# Next Time You Order Business Stationery

Look up a printer or lithographer in  
your locality who can furnish you

## CONSTRUCTION

MADE  
IN WHITE AND  
SIX COLORS

BEST AT

THE PRICE

WITH  
ENVELOPES  
TO MATCH



## BOND

Or, a postal card, if addressed to us giving your firm name and address, will bring you postage paid *free of charge* our portfolio of twenty-eight handsome specimen letterheads, printed, lithographed and engraved, showing the various finishes, thicknesses and colors of Construction Bond, with envelopes to match, and the names of responsible printers and lithographers in your vicinity who will be glad to supply you.

Write us *now* if you want

## Impressive Stationery at a Usable Price

Not *every* manufacturing stationer can supply business stationery on Construction Bond. It is sold only *direct* to *responsible* printers and lithographers in *quantities* of *500 pounds or more* at a time, while *other* fine papers are sold *through* *jobbers*, a *ream* or more at a time to any printer who will buy them. The *saving* in *our* method of distribution comes *off* the price *you* pay for stationery—if you *secure* Construction Bond. Write us *now* for the names of those who can supply it.

**FREE**—The above set of handsome letterheads and "Reason Why" booklet.

**W. E. Wroe & Co., 1004 S. Michigan Boulevard, Chicago**



# Speed Talks

For Advertising Men, Salesmen, Sales Managers

---

***New Advertising Possibilities*** — Of course you are looking for something new — something better — something that will bring you in closer touch with those you seek to reach. This book — "SPEED TALKS" — will tell you how it can be done — it will give you new ideas in advertising. It actually upsets old advertising standards and creates new ones — it sounds the keynote of the advertising of the future.

***Speed Talks to Salesmen*** — No less forcible and convincing are the talks to salesmen in connection with the advertising work — each supports the other and both make a combination that will withstand the assaults of the most captious critics. The book is as interesting as fiction, yet deals with the fundamentals of man building and business building — the young traveler starting on his first trip or the old stager can read it with equal profit.

***Who Wrote it?*** — The book is written by Albert E. Lyons, vice-president and sales manager of the Allen-Higgins Wall Paper Company, of Worcester, Massachusetts, one of the most progressive and successful concerns in its line of business in the country. Mr. Lyons is a progressive and an idealist with both feet fixed firmly on the ground. Mr. Sheldon has given the book his cordial endorsement — he has even written the introduction in which he tells what he thinks of it. This alone is sufficient recommendation.

***The book should be your pocket companion, Mr. Advertising Man and Mr. Sales Manager, until you thoroughly imbibe its spirit—you should lose no time in putting it into the hands of every one of your salesmen—it will speed them up.***

***Price One Dollar, Postpaid***

**Sheldon University Press, Libertyville, Illinois**

# The Big Three

If These Won't Help You Get Business, Nothing Will

## "The Inland Storekeeper"

This magazine is the best monthly magazine published for merchants of all kinds. It is filled every time with good ideas about developing trade. Frank Farrington edits it and sees that it is devoted to practical suggestions rather than theories and opinions. It shows you how to dress windows, with pictures of plenty of easy window trims. It gives you new ideas on all departments of store management. It has a department to which you can write for information on any subject. It has made the biggest kind of a hit with its subscribers and is worth ten dollars a year to any storekeeper. The price is \$2.00 per year. Sample copies, 20 cents.

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A new book just out, by Frank Farrington. It covers store managing like a blanket. There is no part of the running of a store that is not well handled, and handled in a way that enables you to tell just what the writer means. It is store management simplified. If you want to run your store to do more business, to make more profit, to cause less trouble and worry, you can't do better than buy this book. We do not hesitate to say that it is the very best thing that Mr. Farrington has ever written. It is uniform in size and style with "Retail Advertising—Complete" and well illustrated. \$1.00 postpaid.

*The three postpaid for \$3.00. And  
your money back if you are not en-  
tirely satisfied with your investment*

**THE BACKBONE SOCIETY**  
ROCKEFELLER, ILLINOIS

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## \$2,000 to \$3,000 a Year in Vacuum Cleaning Business

**A** STEADY, sure, permanent income of from \$2,000 to \$3,000 a year is easily and quickly established in cities from 5,000 up, with the Aero Vacuum Cleaning Power Wagon. Running expenses are small and profits remarkably big. Safer, more profitable than any other line of staple investment. Makes money from the day wagon arrives. \$1,000 starts you. The Aero Power Wagons are standard—established by years of test. The only apparatus of enough power to do effective commercial cleaning. Send for wagon catalog.

Largest builders in the world of Built-into-the-house Vacuum Cleaning Systems. Send for "Stationary Plant" catalog, stating kind and size of building.

**American Air Cleaning Company**  
268 Sycamore Street, Milwaukee, Wisconsin

## You Want Money

❑ No man with sales ability *need want* for money to keep his house and educate his children while we offer our line of office supplies to reputable men to be sold on commission basis.

❑ Sheldon graduates preferred.

❑ If you have faith in yourself, and grit, and perseverance, you are the man we want.

❑ No side-liners need apply. There is enough in our line to occupy your whole time and energies.

**WRITE US**

**National Office Supply Company**  
ZION CITY, ILLINOIS

## A Business Asset

The ability to speak and write English correctly is a *business asset* of no mean importance. Yet how rare it is! You, Mr. Salesman or Mr. Business Man *need this ability* and it can easily be acquired. There is a *fascinating* way to

### Polish Up Your English

It is by reading, "CORRECT ENGLISH—How to Use It," a monthly magazine for cultured people, devoted to the use of correct English. It will *pay you* to get in touch with this unique magazine, as it is the only one of its kind. Read carefully this

*Partial List of Contents*—Shall and Will; Should and Would; How to Use Them; Correct English in the Home; Correct English in the School; What to Say and What Not to Say; Course in Grammar; Letter Writing and Punctuation; Business English for the Business Man; Compound Words; How to Write Them; Studies in English Literature.

The subscription price is only \$1.00 a year, but if you prefer to see a copy before subscribing—

### Send Only 10 Cents

for a copy of the current issue. You will never regret it. So if you are interested in your own welfare, do this *now* before you turn another page. *But better still, use the Coupon TO-DAY.*

**Correct English Publishing Company ... 5 N. Wabash Ave., Chicago, Illinois**

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**CORRECT ENGLISH PUBLISHING COMPANY, CHICAGO, ILLINOIS**

Name.....

Local Address.....

Postoffice..... State.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# "Every Royal Sold Sells Another"

What does this mean? It means that Royal users are **SATISFIED USERS**; that they are glad to **RECOMMEND** the Royal Standard Typewriter to their acquaintances, and that the recommendation of a Royal user does much to influence the sale of other Royals.

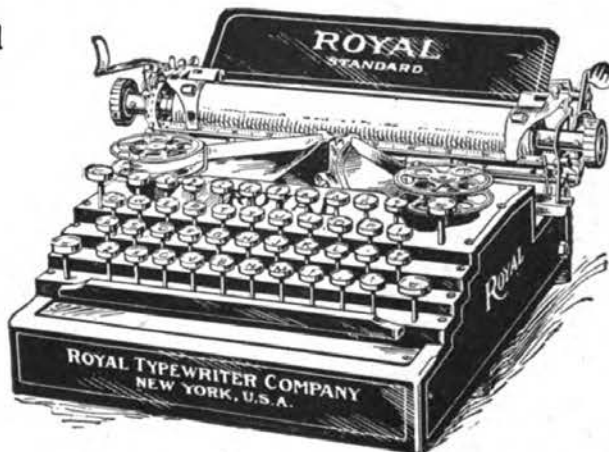
## AND REMEMBER THIS:

The friend who recommends the Royal Standard Typewriter to you is doing you a **REAL FAVOR**. He is not only helping you to **SAVE** a considerable sum of **MONEY** but is giving you the opportunity to have **GENUINE TYPEWRITER SATISFACTION**. You will be glad to pass along the favor when **YOU** have become the owner of a

# ROYAL STANDARD TYPEWRITER

Price, with  
Tabulator  
**\$75.00**

Simple  
Strong  
Quiet  
Portable  
Light  
Running  
Standard  
Keyboard



Without  
Tabulator  
**\$65.00**

Visible  
Writer  
Heavy  
Manifolder  
Right Priced  
Guaranteed  
Reliable  
"On the Job"

## ROYAL TYPEWRITER COMPANY

Room 57, Royal Typewriter Building, New York, N. Y.

Branch Offices and Dealers the World Over

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# How to Handle Men

Think a moment.

Can you name one occupation, trade, business, or profession in which knowledge of human nature and how to handle men is not an important factor in success?

Can you name one great, successful man, in any kind of work, who does not owe a large part of his success to his ability to handle men?

Can you, then, name any study more important to every seeker for success than the study of the Science of Character Analysis?

## Dr. Katherine M. H. Blackford

is today recognized by the business world as the formulator and foremost teacher of this science.

The magazine, *Human Life*, in its issue for February, 1911, said:

"She is the formulator of the Science of Character Analysis. Not only is she the formulator of this science, but she practices it. And that means that she can read human beings as a critic can read and judge a book, as a botanist analyzes a plant, as a chemist analyzes a chemical compound. She can dissect the character and quality of a man with the same skill and the same certainty as a master surgeon in dissecting the body. And all the time she gives the reasons why."

Dr. Blackford has written six articles on the Science of Character Analysis for *THE BUSINESS PHILOSOPHER*. They appeared in the issues for November and December, 1910, and January, February, March, and April, 1911. Beginning with the September issue for 1911, she will complete the series of twelve. She is now on a tour of the world, doing research work among different races of men, for the benefit of the science. Some of the results of her work will appear in her future articles in this magazine.

## While They Last

In order that you may get all the numbers containing Dr. Blackford's articles, we will send the six back numbers and enter your subscription for 12 more numbers for \$2.40. As we have only a few copies of the back numbers left you will want to take immediate action.

**Sheldon University Press, Libertyville, Ill.**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# A CLEAN TOWEL IS A SAN-KNIT-ARY TOWEL

**T**HE particular man wants to wash himself clean, and then *dry himself clean.* He does not want a towel which even gives out a suspicious odor of having been already used. He does not want a towel which always leaves that tell-tale piece of lint. He wants a towel for his home or his office which dries out quickly and sweet, a towel which absorbs all the water and at the same time produces that delightful tingling to the skin.

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One Heavy Bath Towel, medium size;  
Two Face Towels and a Wash Cloth.



Use them one week, and if you are not thoroughly satisfied, you may return them and we will promptly and cheerfully refund your money.

**SAN-KNIT-ARY TEXTILE MILLS, INC.**  
PHILADELPHIA, PENN.

Sold by all Dry Goods and Department Stores, Druggists and Haberdashers



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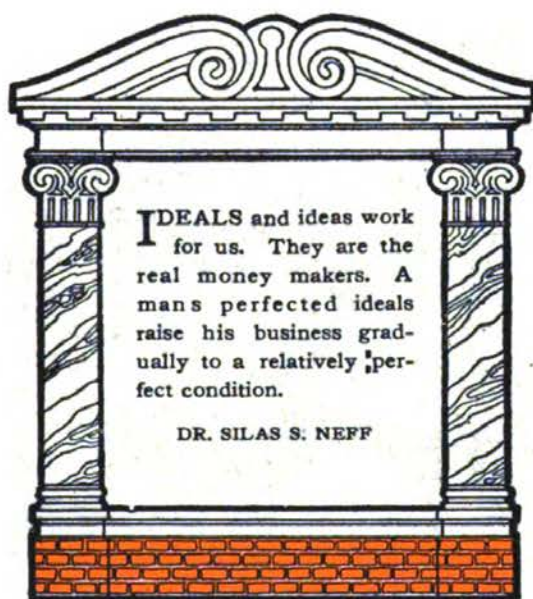
**P**SYCHOLOGISTS say that the average man uses only a small percentage of his real mental and physical power. They also say that he will use a very large percentage of it when he has a white-hot incentive. What is yours? —*Sheldon*

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# *The* BUSINESS PHILOSOPHER



ARTHUR·FREDERICK·SHELDON  
EDITOR

SHELDON·UNIVERSITY·PRESS  
LIBERTYVILLE·ILLINOIS

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# Gleams of Optimism

---

**T**HE little book advertised under the heading "Letters for You Sir!" in former numbers of *The Business Philosopher*, has had such a sale that we were obliged to have a *second edition printed*. In the second edition there are more good letters which have been received since last year.

¶ These additional letters will tell you many new things—intimate things about People and Trips and Nature and Happiness.

¶ You will like this book of letters from good friends—perhaps they will have the same messages for you that they had for those who originally received them. Those people who have copies of this little book have written in to us to thank us for the opportunity we gave them to read all those good thoughts.

¶ The price of the new edition will be just the same as the first—Fifty Cents to those good folks who send their money with the order. Or send Two Dollars and we will enter your name for a year's subscription to *The Business Philosopher* and send you a copy of the book *free*. The regular price of the magazine is alone Two Dollars.

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**Sheldon University Press**  
LIBERTYVILLE, ILLINOIS

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ARTHUR F. SHELDON  
EDITOR-IN-CHIEF

# CONTENTS

ARTHUR W. NEWCOMB  
MANAGING EDITOR

SHELDON'S BUSINESS PHILOSOPHER & SALESMANSHIP

OCTOBER, 1911

A MAN'S THANKSGIVING.....	Frontispiece
<i>By Arthur W. Newcomb</i>	
EDITORIAL.....	571
<i>By A. F. Sheldon</i>	
EVOLUTION.....	580
THE UNIVERSAL RACES CONGRESS.....	581
<i>By Dr. Katherine M. H. Blackford</i>	
THE MODERN MERCHANT.....	585
<i>By S. L. Krebs</i>	
CHARACTER AND PERSONALITY BUILDING.....	588
<i>By Anna Griffith Sheldon</i>	
WHY SOME MEN FAIL.....	593
<i>By J. E. Brown</i>	
EFFICIENCY IN SALES MANAGEMENT.....	597
<i>By George H. Eberhard</i>	
IF I WERE ADVERTISING JAM.....	600
<i>By Jerome P. Fleishman</i>	
THE QUESTIONS OF SOCRATIC.....	601
<i>By Arthur W. Newcomb</i>	
LOOK AROUND YOU.....	607
<i>By Leonard W. Smith</i>	
GLEANINGS FROM BUSINESS FIELDS.....	609
<i>By Thomas Dreier</i>	
ON THE WAY TO BROAD LIFE AREAS.....	614
<i>By Sheldon Leavitt, M. D.</i>	
THE FOUNDATION OF EFFICIENCY.....	617
<i>By James D. Kenyon</i>	
THE SCIENCE OF CHARACTER ANALYSIS.....	622
<i>By Eleanor L. Newcomb</i>	
THE BIG MONEY EMPLOYEE.....	625
<i>From the New York Times</i>	
UNCLE HIRAM HAS A WORD TO SAY.....	628
TRUTHFUL SERVICE.....	629
<i>By Arthur Morey</i>	
EXPERT SALESMANSHIP: ITS POSSIBILITIES.....	631
<i>By O. J. Vogl</i>	
PRACTICAL USE OF SCIENCE IN ADVERTISING.....	634
<i>By George M. Woodward</i>	
THE PHILOSOPHER AMONG HIS BOOKS.....	636

¶ Two dollars a year will bring the magazine to anyone in the United States or its possessions, \$2.25 in Canada, and \$2.50 in foreign countries. Requests for "change of address" must reach this office before the tenth of the month in order to insure the proper mailing of the current issue of the magazine. In sending in the new address please give your previous location.

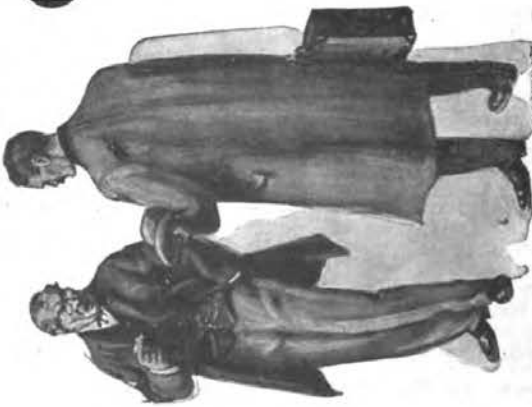
Published by the Sheldon University Press, Libertyville, Illinois

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# The Famous Ginger Talks

Of a Salesmanager to His Men



W. C. HOLMAN,  
Author of  
"Ginger Talks"



Nothing has ever before been written on the subject of salesmanship that can in any degree compare with "Ginger Talks" in originality or power of expression. They have the same human interest that pervades Ade's "Fables in Slang" and Mr. Dooley's conversations with his friend Hennessey. And this despite the fact that they are written on a most practical subject—are in fact a complete text book of instruction and pointers on the practical art of selling goods. Every paragraph is packed with shrewd observations, sharpened with penetrating wit, lighted up with humor and made fairly alive with the tones of a masterful personality. I bought 1,000 Talks for my men—Alvan Macauley, Gen. Mgr. Burroughs Adding Machine Co.

Ginger Talks acted on me like a galvanic battery—W. G. Farrell, Gen'l. Agt. Penn. Mutual Life.

Worth \$50.00 to any live salesman and would resurrect a dead one—W. G. Pierce, San Francisco, Cal.

The sentences are like tremendous hammer blows that come ringing down upon an anvil and throw off showers of brilliant sparks.—J. F. Gillen, Chicago Mgr. Burroughs Adding Machine Co.

Ginger Talks are the best thing of the kind I have ever seen.—H. D. Smith, Asst. Gen. Mgr. Sherwin-Williams Paint Co.

That "Ginger Talk" on Initiative is worth \$100 to everyone of our 60 Salesmen.—Pres. John A. Tolman & Co., the great Wholesale Grocers.

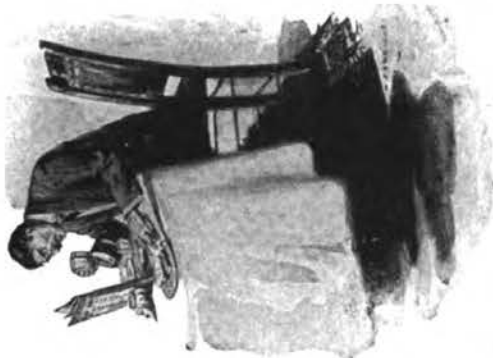
SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

There is nothing theoretical about "Ginger Talks." They were written by a Director of the National Cash Register Co., who had several years' experience in writing just such talks to the 1,000 salesmen of the National Co., under the personal direction of its President, John H. Patterson, one of the greatest sales managers and most original geniuses that ever trained a sales force.

## Beautiful Illustrated Volume

It was by the continuous, inspiring power of such talks, full of snap and sparkle, dash and go, and packed with hard-headed selling sense and instruction, that John H. Patterson and his lieutenants built up the enormous sales of the National Co.—often over a million dollars a month.

What "Ginger Talks" did for the National salesmen, they will do for any salesmen. Every talk, like the famous "Message to Garcia," is a hypodermic injection of energy and enthusiasm, full of humor and powerful personality, telling epigrams and salesmen's horse sense. Each of the 14 talks is on a different topic of vital importance in selling. Together, the 14 cover the entire range of salesmanship.



### Special Thirty Day Offer \$3 for \$2

The Backbone Society, Libertyville, Ill.

Please send me your "Ginger Talks." Here's the Two Dollars. Also send me "Backbone" for one year.

Name .....

Address .....



30 Editions Since Publication

# It is Only Once in a Decade, not Oftener, that a Really *Great* Book is Written—this is One

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The author, one of the foremost educators of France, proves that character is not wholly a matter of birth or heredity, but that through the education of the will, character can be formed and developed to the highest degree.

All that is necessary is that one possesses the *desire* for mental superiority.

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If you follow the suggestions in this book you can secure mastery of your will, and that means not only spiritual but worldly supremacy, because your

*will* is the *force* that *drives* and *directs* your faculties; the higher its development, the more profitably you may *capitalize* your talents.

While the author's thesis is based upon the soundest laws of psychology, the book is written in plain, frank language, unclouded by abstruse scientific terms, and it is easily understood by the ordinary reader.

Every father and mother should *insist* that their children, from seventeen years of age upward, read this book not only *once* but several times.

**CAUTION**—Be sure that it is *Payot's* book that you buy as there is another book with the same title, but which has no relation to this.

THE EDUCATION OF THE WILL, by Jules Payot, Litt. D., Ph. D., translated from the French by Smith Ely Jelliffe, M. D., Professor Clinical Psychiatry, Fordham University, New York, 12mo, cloth, 450 pages, \$1.50; post-paid, \$1.60.

**Sheldon University Press, Area P. O., Rockefeller, Ill.**

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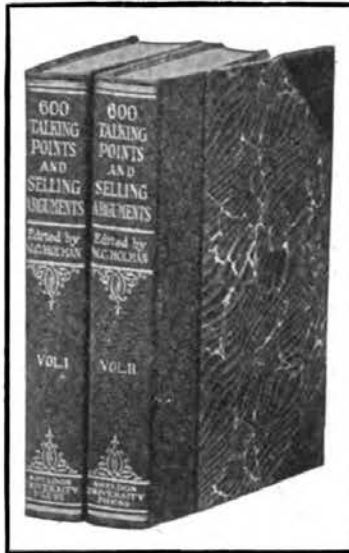
## What is it Worth to You:

—To know in advance the objections your prospect will make and the best answer to each that has ever yet been discovered.

—To have a number of answers (in some cases as many as twenty to thirty) to each objection—all irresistible—600 irresistible selling arguments?

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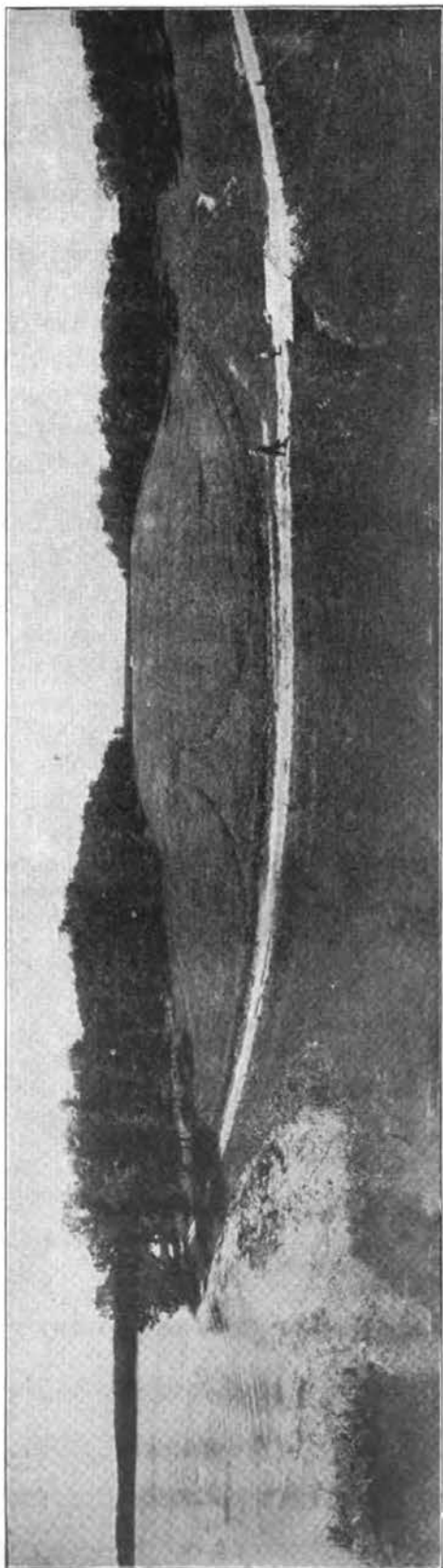
SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



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# YOUR SUMMER HOME



SHORE ACRES SUBDIVISION, LAKE EARA

**O**F COURSE you want to own a summer home. There is something in you that calls for woods, meadows, cool waters, and broad, comfortable porches, when summer comes and brick walls and paving stones shimmer and quiver with the heat. You need rest and relaxation.

You may have to be in the city on business during the day. But you are refreshed and renewed by the evenings and the week-ends at your summer home.

And it makes you glad to know that wife and babies are away from the glare, the blare, and the dust, getting strong and rosy at your summer home.

No, this is not a millionaire's dream. That summer home is within your reach. And, if your business is in Chicago, it is only an hour's run from that city—you can come out every night. If further away, you can come Friday or Saturday and stay until Monday.

For your summer home, I have just opened a new sub-division on the shores of Lake Eara—the most beautiful of all the famous lakes of Northern Illinois. It is only thirty-five miles from Chicago—three railways run from it into the city.

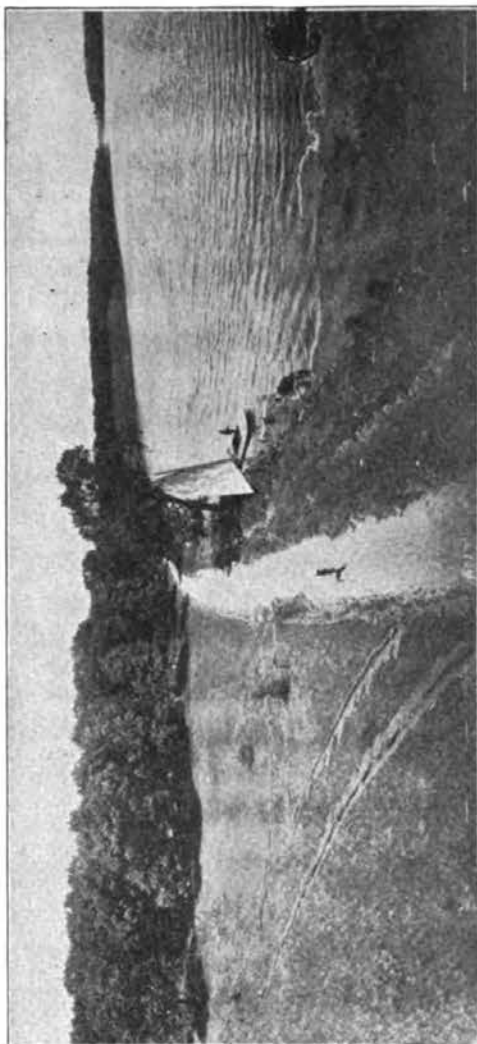
There are a limited number of lots, all at reasonable prices—first come, first served. When you buy a lot, you buy fishing, swimming, and boating privileges on Lake Eara. *There is no lake property so near Chicago at anything like the price.*

My primary object in opening this sub-division is to finance the first building of Sheldon Commercial University.

I want these summer homes, as far as possible to be owned by Sheldon Graduates or those in sympathy with A R E A philosophy.

*Write me today, saying you are interested  
and I will tell you all about it*

**A. F. SHELDON**  
LIBERTYVILLE, ILLINOIS



SHELDON'S LAKE SHORE DRIVE, LAKE EARA

# A Man's Thanksgiving

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**G**OD of common sense I give Thee thanks for the heavy blows of pain that drive me back from perilous ways into harmony with the laws of my being; for stinging whips of hunger and cold that urge to bitter strivings and glorious achievement; for steepness and roughness of the way and staunch virtues gained by climbing over jagged rocks of hardship and stumbling through dark and pathless sloughs of discouragement; for the acid blight of failure that has burned out of me all thought of easy victory and toughened my sinews for fiercer battles and greater triumphs; for mistakes I have made, and the priceless lessons I have learned from them; for disillusion and disappointment that have cleared my vision and spurred my desire; for strong appetites and passions and the power they give when under pressure and control; for my imperfections that give me the keen delight of striving toward perfection.

God of common good and human brotherhood, I give Thee thanks for siren songs of temptation that lure and entangle and the understanding of other men they reveal; for the weaknesses and failings of my neighbors and the joy of lending a helping hand; for my own shortcomings, sorrows, and loneliness, that give me a deeper sympathy for others; for ingratitude and misunderstanding and the gladness of service without other reward than self-expression.

ARTHUR W. NEWCOMB

# The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME VII

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NUMBER 10

## On the Front Porch

*Where We Talk Things Over*

**W**E ARE studying the science and philosophy of business. And business is human service.

Business, therefore, involves four prime factors:

First, the man or woman who renders the service;

Second, the person or persons to whom the service is rendered;

Third, the service itself;

Fourth, the agreement or transaction upon which the service is rendered.

Success in business, therefore, is a result of combining these four factors in the right way, just as success in the making of chemicals consists of putting their proper ingredients together in the right way and under the right conditions.

In order to mix up a chemical compound and get the right results, the chemist must know the properties of his ingredients and the laws of chemistry that govern their combination.

Success in business, likewise, depends upon a knowledge of the factors involved, and of the laws governing their relationships.

In other words, success in life, commercially, depends upon obedience to the four injunctions:

First, know yourself;

Second, know the other fellow;

Third, know your business (service to be rendered);

Fourth, apply this knowledge.

You know all this—you have read it before in *THE BUSINESS PHILOSOPHER*, many times.

These four injunctions seem short and simple—just four brief lines—twelve words.

And yet we might read all the volumes in all the libraries of the world, and not once get off the subjects included in them.

We might gather together, if possible, all the experience of all men and women that have lived on the earth from the beginning, and yet, among all the knowledge, not get one item that does not, directly or indirectly, come under one of these four heads.

For there is no human knowledge that does not refer, in some way, to one's self, one's neighbors, one's business (or someone's business), or one's relations with one's neighbors.

Let me give you an example.

A few years ago, a man might have been seen, in a darkened room, studying a band of bright-colored

light on a screen with a magnifying glass.

The colored light was a ray of sunshine that had been broken up into its seven primary colors.

In this brilliant band the man found some tiny dark lines. These he was measuring and counting. Then he began to draw a map of them, on an enlarged scale, working with painstaking care and accuracy. If we had seen him, toiling away there, we might have thought that he was daft.

Of what possible significance could those microscopic lines be?

What a prodigious waste of time and trained energy!

But it was knowledge. And the man, while he could foresee no practical use of the results of his investigation, knew that no knowledge is ever valueless—that all knowledge of the universe about him enables man to live in more nearly perfect harmony with that universe. So he patiently went on with his apparently thankless task, satisfied to leave the results to the law that applied knowledge is always power.

And we know now that he was laying the foundation for the science and art of spectrum analysis, a process of inestimable commercial value.

FOR A QUARTER of a century, Charles Darwin delved and experimented with worms, bugs, reptiles, birds, fish, animals, plants, and living organisms so tiny that only the microscope could make them visible.

His modest little laboratory seemed in another world than the banks, counting houses, factories, stores, and shipping of commerce.

What did hard-headed, practical business men care about the crawling

things he studied? What possible relation could there be between rhizopods and profits?

Darwin did not know—he did not concern himself about it. But he did know that applied knowledge is always power. So he kept on seeking knowledge.

And, today, the theory of evolution, which he propounded as the result of his twenty-five years of study and experiment, is of the utmost importance in the business world.

Knowledge of one's self, knowledge of the other fellow, knowledge of one's business, and knowledge of the best methods of applying the other three kinds of knowledge all rest upon a knowledge of the processes and trend of evolution.

To know himself fully, man must know the history and trend of his own evolution.

To know his neighbor well, man must know whence he was evolved and whither he is evolving.

To know one's business thoroughly, man must know its place in the pathway of evolution.

To know how to apply knowledge, man must know the evolution of the processes involved.

For all things—the earth itself, plants, animals, men, the works of man, the ideas, laws, customs, governments, and institutions of man—are not only the results of evolution, but are still being evolved.

Evolution has been orderly, intelligent, beneficial, in accordance with fixed laws.

The laws governing the process of evolution from the beginning until now are seen to be still operative. And so we have a right to believe

that they will remain in force tomorrow.

Thus we are able, in a much larger measure than before Darwin's gift to the race, to understand the past, to live harmoniously in the present, and to forecast the future.

CONSIDER, THEN, some of the laws of this universal process of evolution, as evidenced in what we have seen of its workings on this small planet:

Evolution is ever in the direction of greater mental capacity, from the lowest forms of life up to man.

Evolution is ever in the direction of greater mastery over environment.

Evolution is ever in the direction of greater freedom of action.

Evolution is ever in the direction of individuality in the unit.

Evolution is ever in the direction of greater harmony among units.

Evolution is ever in the direction of deeper content in the personal life.

Evolution is ever in the direction of a broader and more comprehensive unity.

Perhaps I should explain just what I mean by some of these rather crude statements of some of the laws governing evolution.

EVOLUTION is ever in the direction of greater mental capacity, from the lowest forms of life up to man.

The lowest known form of life is a single cell of quivering protoplasm—unorganized, brainless, mindless, unconscious.

As we trace the path of evolution, we find each higher form with greater mental capacity than those below it.

Many animals have become extinct—but always those with mental

power inferior to those that have supplanted them.

Some species have, apparently, ceased in their development. They are species of lowest mentality.

Among the races of men, the mentally superior advance and the mentally inferior decline—in the long run. The same is true of individual men.

When, therefore, you increase your mental capacity and power, you are on the upward path, are in harmony with the mighty force that has manifested itself in this process of evolution.

EVOLUTION is ever in the direction of greater mastery over environment.

The one-celled bit of protoplasm is almost wholly at the mercy of its environment—cold when the water in which it floats is cold, warm when the water is warm—fed when a bit of food drifts against it, starved when none comes along—carried with a current, fixed in stagnant water, or left to dry out and die by a receding ripple.

A tadpole is almost as helpless, but can swim about and hunt its own food.

The ox keeps an even temperature, whether his environment is hot or cold, can seek shelter from the glare of the sun, or the rigors of the storm. He can walk about on dry land or swim in water in search of his sustenance.

Man has learned to control his physical environment in a thousand ways. And the higher the man is in the scale, the more complete is his mastery. All of the material evidences of modern civilization, from warmed, lighted, drained, furnished,

and protected homes to aeroplanes and wireless telegraphy, are evidences of man's mastery over his environment.

And what do you choose as your environment? Are you master of it, and on the upper margin of the evolving mass? Or do you let it master you, like the tadpole?

All the infinite forces of the universe are in favor of your mastery.

EVOLUTION is ever in the direction of greater freedom of action.

This is, in a sense, but another way of stating the law I have just been discussing. It follows that, the greater mastery one has over his environment, the greater is his freedom of action.

But there is another sense in which freedom of action increases as we ascend the spiral of evolution.

The coral is but a tiny bit in the mass—powerless to move about.

The fish swims about with a school, his every action like that of every other fish in the community.

The wolf can act only with the pack.

The savage is bound by despotic tribal laws and still more tyrannical traditions and customs.

Ancient man was possessed, body and soul by his king.

But there has been, through the ages of human history, a growth of political, social, religious, moral, legal, and industrial freedom. We have only to look back a few centuries to see how far we have come. The man of today, in any civilized country, has far greater freedom of action than had even the kings of ancient times.

Freedom of action lies in the will.

Is there anything or anybody that tyrannizes over your will?

Evolve!

EVOLUTION is ever in the direction of individuality in the unit.

This arises, largely, from greater freedom of action.

The more opportunity the unit has to express his individuality, the more it will grow.

Bees in a swarm are so like that you cannot tell one from t'other.

Men in the lower stages of development think alike, talk alike, dress alike, worship alike, and are so alike that you have to know them for some time before you begin to see their slight differences of individuality.

But the men and women you and I know, the latest and highest product of evolution, manifest their strong and differing individualities in a thousand ways.

And so you and I, pursuing ever the upward path, must learn to think and feel and act for ourselves.

EVOLUTION is ever in the direction of greater harmony among units.

Lower forms of life are like ten thousand strings, each sounding the same identical tone. This may give volume, but it is not harmony.

As we trace the upward trend of evolution, we find the strings sounding slightly different tone and pitches, but sadly "jangled out of tune."

In the earlier days of the human race there was constant and unceasing war between persons, tribes, nations, and races. Men fought over their women, their work, their possessions, their religions, and their politics.



Nor have we yet arrived at the dawn of universal peace.

But we have come a long way.

Non-essential differences of opinion are being put aside that men may work in harmony for the great and good things about which they agree.

A few years ago, men who differed in religious belief hated, persecuted, and even killed one another.

Today, people of all kinds of religious beliefs are working side by side in the great world-movements for human betterment.

Not long ago, men who imbibed different brands of political doctrine could not do business together.

Today, men of all shades of political complexion are united in splendid harmony in great business institutions and associations.

I might give many more examples of the tendency of evolution toward harmony, but I have space here for only sketches.

You get the idea, however.

Get into the swing.

Drop all petty differences.

Forget all senseless old grudges.

If you can't agree, then agree to disagree and keep sweet about it.

Harmony is a law of progress.

And you can't afford to drop behind.

EVOLUTION is ever in the direction of deeper content in personal life.

Let me quote from Edward Howard Griggs' book, "The New Humanism:"

"How spiritually barren is primitive existence: the form of the personality is present, but its content is merely a few simple and blind instincts momentarily expressed or thwarted. And how marvelously this

is deepened and enriched by the evolution of the spirit. The blind impulse of sex becomes the world of mysterious forces gathered up under the name of love. The brute reactions of egoism and the unconscious instincts of altruism become the maze of spiritual forces and ideals that move the intelligent will to moral action. The simple perception of material relations immediately bearing on physical existence becomes the strange and awe-inspiring reach of the mind and the imagination, which gathers up the remotest star-dust in the synthesis of law, and binds together the aeons of existence in one intelligible process.

"The inventions which free man from the control of environment serve equally to enrich the content of his life. Each step in the external mastery of nature means the taking up into his spirit of some added portion of the universe. In museums of sculpture and painting, and in the great architectural creations of the ages is an immense storehouse of forms expressing the dreams and aspirations of all the epochs of culture. Through contact with them the individual soul is inconceivably enriched and deepened. A few pages covered with hieroglyphics is the connecting link between some inspired artist of a past epoch and his inheritor today. And the latter can, by playing upon the human and other instruments which his genius may command, transform the pages of symbols into a swelling sea of music that sweeps the hearer out upon its flood-tide of emotion. Books, those strangest of all marvels, bridge the centuries and cross the chasms of space. Through the letters on the

printed page we may look into the life of the man who wrote it, and share in the spiritual activities of his time.

"Thus limitlessly the deepening the content of the inner life may go on, the progress being ever toward an inclusive humanity summed up in the individual soul: The form of personality remains the same, apparently; but the universe that is built into it, the content of the personal life, grows increasingly deeper and more intricate as it becomes more inclusive."

This is all vital knowledge about yourself and the other fellow, earnest student of the science and philosophy of business.

Your own character and outlook upon life will become deeper, richer, broader, and guided by a greater wisdom as you build into your spirit more and more of the true, the beautiful and the good in the universe. And as you grow character, so you grow power to serve, which is the basis of profit.

As you grow in wisdom, so you will grow in understanding of your fellowmen—knowing yourself and life better, you will know them better. Not only so, but you are here learning some of the tendencies of human beings—some of the motives that actuate them. You know the direction of their evolution, and can forecast, in a measure, what will be their wants, needs, and demands years in advance.

EVOLUTION is ever in the direction of a broader and more comprehensive unity.

It would be more accurate to say that evolution is ever toward a

broader and more comprehensive expression of the basic unity that inheres in all things.

In other words, there is an essential and real oneness in the universe that includes the tiniest one-celled creature, the flaming suns and planets, and the mind and soul of man. Evolution is making this oneness more and more manifest.

The clod and the stone are conscious of no existence at all, and can have no sense of oneness.

The tree and the flower, without consciousness, grow, mature, and pass on in beautiful unity with the soil, the rain, the sun, the wind, the birds, and each other.

The sense of oneness among animals is expressed in the colony, the herd, the pack, the bevy, the flock, and the family.

In man, the consciousness of unity has been slowly evolving through the ages, with ever-widening circumference.

In primitive times, the only bond between any man and his fellows was the then loose and crude family life. All outside the little family circle were enemies.

Then small groups of families began to unite for mutual protection and the tribe came into being. Two tribes would form an alliance against a third, three or more tribes joined their warlike interests against some similar confederation, and a small feudal state was born, amidst bloodshed and pillage.

Little by little, petty, warring states and baronies found it advantageous to coalesce, and nations were the result. More often, however, the nation was the effect of some powerful state's forcible conquest of

a number of weaker states. The unity was not real, because it was not in the hearts of the people. So treaties were broken, allegiances cemented with blood were dissolved in more blood, nations plunged into civil war and went to pieces. But, slowly, the process of evolution went on until great nations took shape, whose people were bound together in brotherhood.

But each nation was at actual or threatened warfare with every other nation, except for brief alliances whose purposes were strife.

In our day, great strides have been made toward international peace and amity. There is beginning to arise in the hearts of men a sense of unity with their brothers in all nations.

The causes of this are many, but they are all in the path of evolution.

As man has won greater and greater mastery over his environment, he has traveled from his birthplace and back again in ever widening circles. He can go from Washington to St. Petersburg or Peking today more quickly and easily than he went from London to Vienna a century ago. And when men have visited one another's homes, they feel more like brothers and less like alien foes.

Commerce has been a powerful factor in widening the circles of unity.

It is hard to continue to hate a man who buys our product from us and pays us good money for it. Business is human service, and we do not willingly serve one another long before we begin to love one another. The true basis of service is love, and we cannot act as if we had a feeling without finally coming to have that feeling.

MORE POWERFUL and deeper seated in the human breast than national enmity, however, is race hatred.

There are four or five great races of men on the earth.

They differ one from the other in color, language, traditions, customs, laws, morals, religions, and ideals.

And it has always been natural for man, in his previous states of evolution, to hate and despise those who differ from him.

Men of different races have found it difficult or even impossible to understand one another.

And it is not always easy to love those whom we do not understand.

But improved means of communication and travel have brought us all closer together. We have rubbed elbows with men of other races, they have learned our language and we have learned theirs. We have been buying from them and they have been buying from us. Our capital is invested in their industries, and theirs in ours. We are beginning to understand one another better.

The all-powerful intelligence manifested in evolution works unceasingly and in an orderly manner.

We are in the sweep of a universal Current.

We have seen its direction.

We know the way it has come, down through the countless ages.

And we can know whither it is tending today.

Last July, for the first time in history, a great race-congress met in London.

Leading representatives from all the races of the earth were present.

The one purpose of this unique gathering was the discussion of ways

and means for increasing a feeling of friendship and brotherhood among all races.

Dr. Katherine M. H. Blackford was present at this congress as representative of **THE BUSINESS PHILOSOPHER**. She reports to you some of her observations there, from the standpoint of scientific character analysis, in this issue.

And, by the way, the discovery and formulation of the laws underlying the science of character analysis is an important and far-reaching factor in this same process of race-evolution. When people understand themselves better, they will be better friends with themselves, they will develop their own powers more wisely and fully, they will gain, thereby, greater freedom of action and a deeper and richer content of their own personalities. When they understand one another, then they love one another better, whether they are members of the same family or members of different races, living on opposite sides of the earth.

IT NEEDS NOT the eye of a prophet to see some of the future results of this sweep of the Current.

There will be greater racial unity throughout the whole round world. Political unity will follow.

One of the tendencies of the process of evolution is the elimination of waste. And the expense of maintaining the huge and complicated machinery of government and armament in a score of different nations that might just as well be one nation will some day compel the fulfilment of Tennyson's prophecy:

For I dipt into the future, far as human eye  
could see,  
Saw the heav'ns fill with commerce, argosies  
of magic sails,  
Pilots of the purple twilight, dropping down  
with costly bales;  
Heard the heavens filled with shouting, and  
there rained a ghastly dew.  
From the nations' airy navies grappling in the  
central blue;  
Far along the world-wide whisper of the south-  
wind rushing warm,  
With the standards of the peoples plunging  
thro' the thunder-storm;  
Till the war-drum throb'd no longer, and the  
battle-flags were fur'd  
In the Parliament of man, the Federation of  
the world.

Accompanying political unity will grow commercial unity.

This will mean that business—human service—taking things from where they are not needed, making them into useful and beautiful forms, and carrying them to people who need them—will become more thorough, more efficient, and less expensive. It will mean that vast resources of land, forest, sea, mines, and labor now lying idle will be brought into the world's markets.

Then everyone will have a better opportunity to serve, and therefore to profit.

Then everyone will have more of the good things of life, brought from every corner of the earth, and at a price within reach.

THE BUSINESS men who know all these things about themselves, about their fellow men, and about their business, and who know how to apply that knowledge in a large way, will be the commercial giants of the future.

The man who calls himself a business man, but despises the study of any class of knowledge pertaining to the human race and the universe about him, will wake up some morning to find that the product of some

"theoretical, impractical, and abstract science" has revolutionized trade and industry over night, and that he is hopelessly in the rear of progress.

George Westinghouse foreseeing the great growth of railroad business, James J. Hill forecasting the development of the Northwest, Cyrus Field realizing the possibilities of transoceanic telegraphy, John Wanamaker anticipating the response of the public to the one-price, money-back idea in merchandising, and to truthful advertising; Montgomery Ward getting a forward glimpse at

the possibilities of mail order selling, and many others, are examples of men who used their knowledge of human nature and of the trend of events to make fortunes for themselves in serving others.

The test of intelligence is in the degree and kind of response to environment.

And the science and philosophy of business deal, fundamentally, with the relation of the business man to environment.

This is also the foundation of the science and art of living.

Who can make  
the biggest use  
of a fact or an idea?  
Is it not the man who  
does the most things  
in which that fact or  
idea is used. *L. C. Ball*

# EVOLUTION

When you were a tadpole and I was a fish,  
 In the Paleozoic time,  
 And side by side on the ebbing tide  
 We sprawled through the ooze and slime,  
 Or skittered with many a caudal flip  
 Through the depths of the Cambrian fen,  
 My heart was rife with the joy of life,  
 For I loved you even then.

Mindless we lived, and mindless we loved,  
 And mindless at last we died,  
 And deep in a rift of the Caradoc drift  
 We slumbered side by side.  
 The world turned on in the lathe of time,  
 The hot lands heaved amain,  
 Till we caught our breath from the womb of  
 death  
 And crept into life again.

We were amphibians, scaled and tailed,  
 And drab as a dead man's hand;  
 We coiled at ease 'neath the dripping trees,  
 Or trailed through the mud and sand,  
 Croaking and blind, with our three clawed feet,  
 Writing a language dumb,  
 With never a spark in the empty dark  
 To hint at a life to come.

Yet happy we lived, and happy we loved,  
 And happy we died once more;  
 Our forms were rolled in the clinging mold  
 Of a Neocomian shore.  
 The Aeons came and the Aeons fled,  
 And the sleep that wrapped us fast,  
 Was riven away in a newer day,  
 And the night of death was past.

When light and swift through the jungle trees  
 We swung in our airy flights,  
 Or breathed in the balms of the fronded palms,  
 In the hush of the moonless nights.  
 And oh! what beautiful years were these,  
 When our hearts clung each to each;  
 When life was filled and our senses thrilled  
 By the first faint dawn of speech.

Thus life by life, and love by love,  
 We passed through the circle strange,  
 And breath by breath, and death by death,  
 We followed the chain of change.  
 Till there came a time in the law of life  
 When over the nursing sod,  
 The shadows broke and the soul awoke  
 In a strange, dim dream of God.

I was thewed like an Auroch Bull,  
 And tusked like the great cave bear;  
 And you, my sweet, from head to feet,  
 Were gowned in your glorious hair.  
 Deep in the gloom of a fireless cave,  
 When the night fell o'er the plain,

And the moon hung red o'er the river bed,  
 We mumbled the bones of the slain.

I flaked a flint to a cutting edge,  
 And shaped it with brutish craft;  
 I broke a shank from the woodland dank  
 And fitted it, head and haft,  
 Then I hid me close by the reedy tarn,  
 Where the mammoth came to drink;  
 Through brawn and bone I drove the stone  
 And slew him upon the brink.

Loud I howled through the moonlit wastes,  
 Loud answered our kith and kin;  
 From west and east to the crimson feast  
 The clan came trooping in.  
 O'er joint and gristle and padded hoof  
 We fought, and clawed, and tore,  
 And cheek by jowl, with many a growl,  
 We talked the marvel o'er.

I carved that fight on a reindeer bone  
 With rude and hairy hand,  
 I pictured his fall on the cavern wall  
 That men might understand.  
 For we lived by blood, the right of might,  
 Ere human laws were drawn,  
 And the age of sin did not begin  
 Till our brutal tasks were gone.

And that was a million years ago,  
 In a time that no man knows;  
 Yet here tonight in the mellow light  
 We sit at Delmonico's;  
 Your eyes are deep as the Devon Springs,  
 Your hair is as dark as jet,  
 Your years are few, your life is new,  
 Your soul untried, and yet,

Our trail is on the kimmeridge clay,  
 And the scrap of the Purbeck flags;  
 We have left our bones in the Bagshot stones  
 And deep in the Coraline crags;  
 Our love is old, our life is old,  
 And death shall come again;  
 Should it come today, what man can say  
 We shall not meet again!

God wrought our souls from the Tromodoc beds,  
 And furnished them wings to fly;  
 He sowed our spawn in the world's dim dawn,  
 And I know that it shall not die;  
 Though cities have sprung above the graves  
 Where crook-boned men made war,  
 And the ox-wain cracks o'er the buried caves  
 Where the mummied mammoths are.

Then as we linger at luncheon here  
 O'er many a dainty dish,  
 Let us drink anew to the time when you  
 Were a tadpole and I was a fish.

# The Universal Races Congress

By DR. KATHERINE M. H. BLACKFORD\*

**I**N THE city of London there has just closed a gathering unique in the annals of history, the Universal Races Congress.

To an American belongs the honor of having originated the idea of a meeting of the races of mankind in conclave.

In July, 1906, in a conference at Eisenach, Dr. Felix Adler, Professor of Social Ethics in Columbia University outlined the plan and proposed the meeting.

If ideas could scan their own prospects, this idea might well congratulate itself on getting realized at a world-center within a period of five years from its birth. It must have been a zenith moment in the life of Doctor Adler when he first gazed upon that gathering of mankind from the four quarters of the globe, the result of his thought and labor.

## Object and Nature of the Congress

The object and nature of this Congress was *"to discuss, in the light of science and the modern conscience, the general relations subsisting between the peoples of the West and those of the East, between so-called white and so-called colored peoples, with a view to encouraging between them a fuller understanding, the most friendly feelings, and a heartier co-operation."*

Perhaps our readers can get the best idea of the origin and scope of this gathering from the following, quoted from the advance announcements:

"The origin of this Congress is easily explained.

"The interchange of material and immaterial wealth between the different races of mankind has of late years assumed such dimensions that *the old attitude of distrust and aloofness is giving way to a general desire for closer acquaintanceship*. Out of this interesting situation has sprung the idea of holding a Congress where the representatives of the different races might meet each other face to face, and might, in friendly rivalry, further the cause of mutual trust and respect between Occident and Orient,

between the so-called white peoples and the so-called colored peoples.

"Accordingly the Congress will not represent a meeting of all the races for the purpose of discussing indiscriminately everybody's concerns. It will not discuss purely European questions, such as the relations existing between or within the different European countries; nor, of course, will it discuss the attitude of Europe towards the United States, or towards other American Republics representing races of European descent.

"Again, whilst wholly sympathetic towards all far-sighted measures calculated to strengthen and promote good relations, *the Congress is pledged to no political party and to no particular scheme of reforms*.

"The writers of papers will, however, have the full right to express whatever political views they may hold, though they will be expected to do justice to all political parties and to *treat the issues of the day only passingly*.

"Furthermore, the Congress will not be purely scientific in the sense of only stating facts and not passing judgments. Nor will it be a peace congress in the sense of aiming specifically at the prevention of war.

"Finally, it should be noted that, since the Congress is to serve the purpose of bringing about healthier relations between Occident and Orient, all bitterness towards parties, peoples, or governments will be avoided, without, of course, excluding reasoned praise and blame.

"With the problem simplified in this manner, and with a limited number of papers written by leading authorities, there is every hope that the discussions will bear a rich harvest of good, and contribute materially towards encouraging friendly feelings and hearty co-operation between the peoples of the West and the East."

This high ideal seems to have been splendidly realized, not only by the Congress as an official body, but by the individual participants as well.

## High Character of the Meetings

The meetings were held in one of the large audience halls of the University of

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London. The presiding officer, the Right Honorable Lord Weardale, President of the Congress, opened the first session with a splendid address. On the platform were the official members of the Congress, delegates from twenty-two different governments, and other eminent men, representing in all about fifty races of people. In the vast audience, as well as on the platform, the white, the black, the yellow, the red and the brown, and all intermediate shades of mankind mingled together in harmony.

At this opening session there were speeches from representatives of Algeria, Bulgaria, Turkey, Italy, China, Portugal, Greece, Haiti, Africa, Servia, Mexico, Brazil, Persia, Spain, Chili, India, Japan, Canada, England, France, and the United States.

The dominant notes sounded alike by North and South, East and West were universal brotherhood, peace and good will.

There were two marked characteristics in this unique assembly, that were most evident—eagerness to learn and desire to impart knowledge. Never have I seen people more eager to get and to give knowledge. These desires were manifest at all times whether the gathering was an official session or an impromptu meeting.

Everyone poured out without stint his most precious gifts.

There were no cliques, no grouping together of representatives from a given country in mutual fellowship. If there were any preferences shown it was for the unlike rather than for the like. In this delightful social intercourse there were many mutual friendships established between individuals of different races, which will long endure.

#### About Anthropology

Of the sciences, anthropology and ethnology had more noted representatives than any others. There were present, Seal of India, Luschan of Germany, Haddon of England, Sergi of Italy, and many others.

It was almost universally conceded that to speak of "races" was unscientific, mankind being of one origin. In designating the divisions of mankind it is therefore preferable to speak of "nations" rather than "races."

"Anthropology," said Prof. Clark, "has made little progress in forty years." One

can well believe his statement when the eminent anthropologists advance their views. They are certain of little—except that mankind *is*. The more conservative hold to the theory that heredity is all important and environment secondary; that the races are not equal in capacity for development nor will they ever be, and that miscegenation, or mixing of races, is not desirable.

The more progressive observers regard environment as being most essential, that while the races are not now equal in development, it is because of lack of opportunity rather than lack of inherent capacity and that miscegenation under right conditions and social sanction produces a race superior in intellect, physical endurance, fertility, and moral worth.

Notwithstanding the fact that these views are diametrically opposite, there is one common ground upon which all stood in harmony. All believed in giving every race or nation the largest opportunities and the most favorable environment possible in which to develop.

#### Nations More Like than Unlike

It is obvious that nations are not alike. Perhaps they are not equal in capacity for development, but each nation, like each individual, has some excellent qualities, is superior in some particular, and all are useful and indispensable in the evolution of mankind.

We do not say that the great painter and the great sculptor are unequal, but that they are different.

It is extremely hazardous to compare groups of people and designate one as superior. It may be superior in some particulars and in others quite inferior.

Generally speaking, I believe the Englishman considers himself greatly superior to his dark-skinned subject race, the Indians, yet in moral worth, ethical sense, amenities and refined sentiment, he has much to learn from India.

Recently I made comparative observations upon sixty men representing nearly that number of races, or nations. There were far more points of likeness than of difference among them, and the differences that existed were not greater than one can find among individuals of the same race.

Excepting the full-blooded negro, these sixty men were not many degrees apart in coloring. The Chinese, the Japanese and the Indian were not many degrees darker than the brunette Italian, Frenchman or American. The tendency of all was to brunette.

Without exception the foreheads were both high and broad, varying less in both height and breadth than in the same number of Americans selected at random.

In the expression of the eyes there was a strikingly similarity. From all gleamed "the light of intelligence," or intense consciousness, an expression hard to describe but certainly known by observation to everyone. The eyes of the Oriental had lost much of their obliqueness and retained only a trace of the "Mongolian fold."

Still more striking was the similarity in the shape of the nose. Here were sixty men of different nations, all of whom had attained high positions. To attain to great things requires not only intellectual capacity, but energy as well, and physiognomically this quality was most admirably expressed in the nose. The noses of all tended to the Grecian in type, the bridges were high, and the nostrils delicately moulded. The bridge, tip and nares were well proportioned one to the other. The nose of the Mongol had lost its flatness, and of the Ethiopian its Simian tendencies.

In the mouth the same tendencies to similarity were manifest. While the mouths were widely dissimilar as to individual expression, they were similar with regard to general characteristics. In all, the lips were medium as to thickness, the upper lip long or medium long. All showed strong determination, refinement of feeling and appetites subordinated to reason and judgment. Even the Africans, whose skins were as black as ebony, had well formed lips of moderate thickness.

The facial contour tended to balance or moderately convex, the latter prevailing.

In head type, without exception, the perceptive and crown were leading.

In temperamental compound the mental-motive or motive-mental were leading—the vital element being in balance or deficient.

From these observations made upon sixty representative men of the world are we not

justified in drawing the following conclusions:

(a) *Individuals of whatever race or nation, of the same degree of development and interested in the same lines of thought resemble each other physically.*

(b) *The higher the intellectual development of any race the nearer is its approach to a common or universal type.*

(c) *That any race may have as great diversity of types (as to texture, color, form, etc.) as are found in individuals of any other race.*

(d) *Physical similarities indicating likeness of character, individuals of different races are oft-times in closer sympathy and clearer mutual understanding than individuals of the same race or even members of the same family.*

I do not desire to criticize the anthropologists, but it does seem to me that it is of much less importance to know where man came from, than it is to know what he now is and what are his possibilities for growth.

It will never be possible to classify the different races as to color, or cephalic index, or nasal index, because there are as many shades of coloring, different head types, nasal types, etc., in any race as there are degrees of moral and intellectual development.

Anthropology will be of little practical value to humanity until its advocates recognize the relation between physical appearance and character.

#### Some Needs Made Manifest

There were some universal needs made clearly manifest in this first Universal Races Congress that should be adequately met by educators. It is generally conceded that all conflict of races as of individuals arises largely through misunderstanding of motive. To understand a man's motives it is not only necessary to understand his language, but to be able to look deeper than language and understand his character as well.

The official languages of the Congress were English, German, French and Italian. English was given preference, but there were several speakers who spoke only French, or German, or Italian, and needless to say those who understood but one

tongue lost much that they might otherwise have gained.

There is much to be said in favor of a universal language, but what may be even preferable is for more of the modern languages to be taught in the schools. To acquire a variety of languages is to equip oneself to measure intellect with the culture of the world.

The second great need here shown was for a higher ethical standard, or social amenity. It was often evident that a given individual not only did not understand another, but did not have respect for him, and did not know how to treat him.

I witnessed many of the most flagrant violations of courtesy and respectfulness, often coupled with the best intentions.

Some of the speakers did not respect the presiding officer or regard the rules of procedure as laid down by him, and in turn the audience did not respect the speakers.

The third, and perhaps the greater need, is to be able to grade human beings so one will know the approximate value of a given individual though his language be not understood.

Professor Sergi of Rome does not speak English. I do not understand Italian, yet we had the most delightful acquaintance throughout the whole of the Congress. It was not his language but his character that I understood, and to understand a man like Prof. Sergi is to commune with one of mankind's highest and best.

#### Some Things Accomplished

This first Universal Races Congress accomplished much. To many a white man it was a revelation to find that the yellow man and the black man and the red man have ideas and think thoughts just as he himself does.

As I heard one express it: "Why, these black fellows are human and they do not bite."

I saw people here who had never before conversed with an intelligent mulatto or negro and these are taking with them a most happy impression of our American negro, for Dr. DuBois and Professor Earl Finch were most worthy representatives.

Throughout the entire Congress it was quite evident that the dark skinned races

were the most profound students and almost without exception their self-possession and personal address were most admirable.

Human nature is very much the same the world over.

Customs differ, forms of expression differ according to the customs and ideas of a nation, but the qualities of intellect, feeling and will are everywhere the same, though different in degree.

There will be other World's Congresses and each succeeding one will be more far reaching in its influence and greater in its beneficent results.

If a pilgrim has been shadowed  
By a tree that I have nursed,  
If a cup of clear cold water  
I have raised to lips atfirst,  
If I've planted one sweet flower  
By an else too barren way,  
If I've whispered, in the midnight,  
One sweet word to tell of day,  
If in one poor bleeding bosom  
I a woe-swept chord have stilled,  
If one dark and restless spirit  
I with hope of heaven have filled,  
If I've made, for life's hard battle,  
One faint heart grow brave and strong.  
Then, my God, I thank Thee, bless Thee,  
For the precious gift of song.

You are not a good merchant unless you are first a good citizen. Every grafter in the country is a direct detriment to your business. This year you will have a chance to show, through your citizenship, how good a merchant you really are.—*Glen Buck.*

If you have the abilities of all the great men past and present, you could do nothing well, without sincerely meaning it and setting about it.—*Dickens.*

You can't make the specifications for your Life Tower too high. Even if you don't get on the last story you will have gone higher than the fellow with lesser specifications.

You can't build a big business by advertising storm, but you can build a big business by advertising siege.—*Orville Allen.*

# The Modern Merchant

By S. L. KREBS\*

## His Real Place in Present Society and His Function for the Future

### CHAPTER III

#### The Glory of Material Things

AS WE have seen in the first chapter (July issue) there are five normal activities, and only five, namely: Production, Distribution, Government, Education, and Religion.

Production & Distribution	pertain to the BODY of man	— "Business"
Government	pertains to the WILL of man	} "Professions"
Education	pertains to the MIND of man	
Religion	pertains to the HEART of man	

As body has been taught and is popularly and even philosophically supposed to be on a lower plane than mind, heart and will, so the activities ministering to it have been called "business" and the others "professions." *This is the deep and fundamental reason why past ages have graded business lower than the professions.*

But now, what would happen if we learn that matter is just as fundamentally important as mind, just as honorable, in a word, just as divine?

Let us think of this a little.

Man produces only two things. Only two? yes; in all history, only two. They are, ideas and articles, namely, things made out of mind and things made out of matter.

Making things out of mind, we get ideas. The "professional" men live by producing and selling ideas, which activity has hitherto been supposed to be on a higher and finer plane than the production and sale of things made out of "mere" matter.

#### "Mere" Matter (!)

But, after all, are not things made of matter the substantial *embodiment* of ideas? Just as the invisible things of God (His mind, purpose, and wisdom) are revealed to us through the "things that are made" (namely through the visible, material universe), so every article "made" by man reveals man's thought and wisdom. The product of a man's hands always advertises that man's mental condition when the article was made.

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The idea certainly exists *before* the thing, the architect before artisan, the blue-print before the building.

Idealization always runs ahead of realization.

An idea is the forerunner of a reality, and is taken up *into* the reality, and at this point satisfaction is felt, for the thinker sees of the travail of his soul and is satisfied—sees *the birth of an idea in a body*, in a material form—and is glad.

Articles, therefore, are a *step farther on* than "mere" ideas; and if there is any difference whatever I should think it would be in favor of the thing, the article, for it is not simply a mere notion, a dream, an idea, concept or image in someone's mind, but something *in addition* to that—an *incarnation* of the idea, the idea made flesh, born into matter—the idea *plus* matter, and the "plus" instead of reducing its value, instead of dishonoring the idea, both increases its value and adds to its dignity and glory; it is the temple in which that idea sits enshrined and enthroned, and lo! the temple is filled with its glory.

Do not despise nor underrate this business, this homely business, this common business of

#### Selling Articles,

things made of matter, for merchants and salesmen are dispensers of the happiness growing out of the ideas that reside within. And he is an artist-merchant, an artist-salesman, who can make others see and feel those ideas, whether they be of utility, or beauty, or both.

The man who *thinks* ideas and then keeps them all to himself, locked up in his own brain, holds one grade of honor; the man who thinks ideas and *speaks* them to others is on a higher grade; the man who thinks ideas and *writes* them in ink holds a little higher grade still—does he not? Because he renders his ideas a little more lasting than the mere speaker.

The man who writes his ideas, however, in fibres, in textiles, in woods, in stone, in

steel, in gems, in silver, in gold, or in their combinations, holds a grade higher than all of the others, if there is any difference to be drawn at all.

The "lost arts" of the ancient Egyptians make the modern world gasp in wonder; with all our science and much-lauded wisdom we are still dwarfed by them; they abide forever; and why? Because they were ideas written in stone, in chemicals, in forces and forms of matter, and not "mere" descriptions of them on parchment or in the words of flaming oratory. They were ideas executed in the so-called "grosser" forms of matter. Nevertheless, we are not able to "think their thoughts after them," because they wrote them deep in the mysteries of matter, deep in the mysteries of the gross and ponderable forms of substance, in the subtleties of the chemical atom.

God *thought* the Universe; but if it had remained in the divine mind merely as an *idea* and had never been incarnated in *matter*, it would have been valueless; but when it was *materialized* in this great Universe, that idea of His became of incomprehensible value. The Universe does not degrade His idea, but it glorifies it—"the heavens declare the glory of God and the firmament sheweth His handiwork." Countless beings are blessed because He "*made*" things—*realized* His ideas in *matter*—*externalized* them in things visible which man can use and enjoy. Always in His *mind* and *only* there, would have always been of *no value*.

The *idea* of giving a cup of cold water to a thirsty soul is a good thing; many persons rave over it as "beautiful"; a "pure" mental thing, they call it, not "material" nor "sensuous." But, the actual *cup of cold water* is far better, because it is the *idea* too, but a good deal more, and that something more is what *renders it valuable*, and that something more is *matter*, gross matter, heavy, tangible matter—the water itself.

#### The Measure of the Value of an Idea

Many ideas which were applicable or usable in the past are not so today; they were alive before, but are now dead or dying. But some ideas have attained unto immortality—they live on forever.

Ideas vary in value *according to their applicability*.

Applicability may increase in two ways, viz., in area, and in duration, namely, in space and in time. *The value of an idea increases with the extent of its applicability in time and in space*, namely, the longer an idea is applicable, the higher its value; also, the larger the number of people on earth at any given time an idea is applicable to, the higher its value; hence, the maximum value is reached when an idea is applicable to all persons always: per contra, the more limited and shorter its applicability, the less its value.

The idea that all men are created free and equal, politically speaking, was of immense value, because it became ingrained in the American Republic, with all its institutions—trade, business, commerce, schools, churches, etc. Had that idea remained in the heads and hearts of the Puritans, Palatines and Pilgrims, as a mere beautiful idea there, how useless it would have been! Its value lies in the fact that it was an idea that could be applied—applied to human betterment everywhere and in all times.

Moralists earnestly cry: "Honesty is a fundamental virtue! Honesty is religious! Honesty pays! Therefore, be honest!"

That is one sermon.

A merchant takes the same idea, incarnates it in a great public institution (his store or business) and *proves* to all the world that honesty in statements, advertisements and transactions *is* all that the moralist says it is and *does* all that he says it will do.

That is another sermon.

Now, then, if you *will* draw comparisons, which is the stronger and more dignified? The moralist's or the merchant's?

If "acts speak louder than words," then the question is very easily answered.

Is talking *about* a thing greater than *the thing* itself? Is oration greater than creation?

Is ideation greater than ideation plus application?

The Golden Rule is not a dead idea. It was never more alive than it is today; for this, the finest moral idea ever uttered, is gradually becoming dominant today throughout the whole business world. Its

value consists in its *applicability*. In the fact that it can be incarnated in thousands and millions and countless millions of transactions between man and man forever and a day.

What we can use, eat and digest both of *thoughts* and *things*, is of value to us—it serves—we *apply* it.

#### Matter and Mind are Twins

They were born together—begotten by the same Father—each reflects the other, and both look like their Parent; where one is there you find the other—omnipresent; no spot where both are not.

As “things” have “thought” (or purpose) in them, so “thought” has “things” in it. “Thought, too, is carnivorous,” says Sidney Lanier. “It lives on meat. We never have an idea whose existence has not been purchased by the death of some atom of our fleshy tissue. O little poem of mine, thou goest from this brain chargeable with the death of tissue that perished in order that thou mightest live; nourish some soul, thou that has been nourished on a human body.”

#### Glories of Matter

“Like to the grasshopper in the tall grass,  
That sings to the mate he cannot see yet while,  
I sing to thee, dear World;  
For thou art my Mate, peradventure thou wilt come;  
I wish to see thee.

Like to the lover under the window of his love,  
I serenade thee, dear World;  
For thou art asleep, and thou art my Love.  
And perhaps thou wilt awake and show me thine eyes  
And the beauties of thy face out of the windows of thy house of Time.”

*We* must awaken to the beauty and glory of matter. We must all waken up to the *dignity* of matter. We must wake up to the *dignity* of matter. God pronounced it all “good.” He knows.

Despise not matter.

Degrade it not below mind. Whoever made the one made the other. They are both divine.

Think of the might, the marvels and the mysteries of matter!

If we could explain matter we should have the secret of mind.

Tennyson was right in saying that if he could know the “little flower in the

craned wall, root and all, and all in all,” he would know what “God and man is”; for the flower like every material thing, stands related to both worlds—by its physical frame and life to the material world, and by its beauty and significance, purpose and adaptability, to the world of mind or spirit.

Truly, truly it is an uplifting thought to realize that *everything* man handles is a temple with mind in, with or about it—an idea written in the imperishable ink of atoms and molecules, millions and millions of them forming a single drop of ink, and when that drop, the form of matter now being sold, shall wear out, go to pieces, and disappear, it will simply be the atoms of it departing into other forms, forming other drops which will again be sold, and so on forever and ever, so long as the universe of matter shall endure.

Let us, then, love the things we sell, and the ideas of beauty or utility of which they are the embodiment.

#### Co-Operation in Nature

AUTHOR UNKNOWN

“Help one another,” the snow flakes said,  
As they huddled down in their fleecy bed;  
“One of us here would not be felt,  
One of us here would quickly melt;  
But I’ll help you and you help me,  
And then, what a big white drift we’ll see.”

“Help one another,” the maple spray,  
Said to his fellow leaves one day;  
“The sun would wither me here alone,  
Long enough ere the day is gone;  
But I’ll help you and you help me,  
And then, what a splendid shade there’ll be.”

“Help one another,” the dew drop cried,  
Seeing another drop close to its side;  
“The warm south breeze would dry me away,  
And I should be gone ere noon today;  
But I’ll help you and you help me  
And we’ll make a brook run to the sea.”

“Help one another,” a grain of sand  
Said to another grain just at hand;  
“The wind may carry me over the sea,  
And then, O! what will become of me?  
But come, my brother, give me your hand,  
We’ll build a mountain and there we’ll stand.”

And so the snowflakes grew to drifts,  
The grains of sand to mountains,  
The leaves became a pleasant shade,  
The dew-drops fed the fountains.

# Character and Personality Building

## A Few Original Ways of Applying the Daily Character-Square as a Means to Building Character and Personality

By ANNA GRIFFITH SHELTON\*

### ARTICLE X

**T**HE little sample lesson on the building or drawing out of the character square as given in our September article makes a beginning on the subject of character-building which is easily understood by young children.

In our club work with children this little model has been a successful one.

Repeatedly pointing out the crooked lines drawn when negative knowing, feeling, willing and improper care of the body are in evidence, will soon convey to the child the ill effects of negative tendencies in these self-departments.

The comparison of differences in the drawings in the daily squares will show the desirability of positive thoughts, feelings, actions, and a well-kept body.

The positive state of body and mind will be identified with the well-drawn square.

Be careful to draw attention to crooked lines at the psychological moment, or when your child is in a proper mental state to receive the reminder. It is an easy matter to make a child who is suffering from anger or a supposed injustice more angry and more incensed when the crooked lines are referred to in a dictatorial manner.

Be tactful, gentle and wise in choosing the right moment for the criticism on the square being drawn out by your child.

#### The Influence of Good Books and Stories

Read good books daily to your children. Give them a chance to read to you.

Tell stories frequently to your children.

Give them an opportunity to tell stories to you.

Select stories that have one or more positives well drawn out in them and let the children name the success qualities revealed in them.

Young people like true stories and mothers can make up beautiful stories of

things that happened when mother was a little girl which will include many of the shining positives such as industry, loyalty, patience, self-control, order, and others you desire to bring out in the character square of your child.

The story-telling hour can be made a real feature of the day.

Choose simple subjects at first—such as bees, ants, birds, fishes, crickets and show in the story the positives that make each useful in the world. Then lead up to anecdotes of great men and women and sometimes weave into stories the real happenings in your own life that were of benefit in building your own character or that of some member of the family. You will find the children eager to tell character-building stories too.

If perchance one child is bashful and says she cannot make up a story, start the story and ask her to finish it at a point where the story is most interesting. This seldom fails to bring forth the effort from the child who holds back.

Children who are read to, and who listen to positive stories and then are invited to invent positive stories from real experiences, are never lonely, for they are resourceful and happy. The positive self-expression gained through this means produces marked progress in the true education of your child.

#### Some Good Stories by Children

Children can tell very good stories. Their imaginations are lively.

Once a little girl of four said: "The big moon and a star went walking out in the sky together. They walked and they walked way, way off. Finally, they came to a great big hole in the sky, and a big bird came out and carried them away, way back home again, 'cause they were good to their mother."

Children enjoy good listeners as well as do older people.

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When they develop the success qualities in the people or other creatures in their own stories, they soon see the importance of developing like positives in their own characters if they are to live happily ever afterwards.

Here is another story told by a boy of eight. The positive given as the one around which the story was to be woven was action:

"When we were away on a trip in California we went for a drive one day. The driver took us down over some big rocks to a crack in the side of a rocky shore. Below there was a shelf over an arm of the ocean. This water from the ocean had been beating on the earth for ever and ever so long. It had beaten so strong that it had worn out a big place in the form of a cross. This water cross was underneath the earth, and was called Neptune's Cross. If folks would be as patient and keep in action as the ocean had here, when they want to do things, they would do great things, too!"

This is another one on self-control:

"The other morning I was going to town.

"I was driving our horse.

"I was in a hurry, and the horse was not. He walked so slow and would hardly go at all.

"I wanted to whip him for being so slow but I remembered that I must be patient and hold myself without getting angry about it, so I spoke kindly to him, and he went along a lot better."

#### Development Through Self-Expression

Children have frequently been punished for lying when they were really only letting their active imaginations take flights uncontrolled.

The story-telling hour will give you an opportunity to direct the play of the active imagination and in turn the child will be given a profitable way to use his imagination.

Positive imaginings develop positive self-expression and this draws a positive character-square.

Varied positive self-expression is the key to happiness.

The handle of this mighty key is found through intelligent recognition and draw-

ing out of the positive qualities found in the child's nature.

Children trained early in story-telling for positive self-expression will at eleven or twelve years of age tell surprisingly beautiful stories holding positive qualities which will show the drawing out of good character squares.

From hearing the best stories told and read to them, children will catch the rhythm running through them. They will take unto themselves a like good rhythm when telling their original stories. Children are clever imitators. Tell humorous stories, too, for children should laugh much and often!

This is another story written by a girl of ten on Ability, Reliability, Endurance and Action. The title was "Alice and her Friends":

"Alice was a little girl who loved to have fun!

"One day her mother, who was very kind, said: 'Alice, you may have a picnic today.'

"Alice said: 'Oh mother, how splendid!'

"So Alice invited her friends to the picnic and she was to call at their homes for them.

"When the time came for leaving, Alice found there was a cushion missing in the carriage.

"Now Alice had a good mother who had trained her daughter to be very thorough and prompt too, in Action and Reliability. She also knew what it meant to be able and to have Endurance.

"Her mother had taught her that these were her four best friends, and that she should never neglect them. So when she saw it was nearly time to start and the cushion was missing, she immediately ran to the barn and brought the cushion, for she remembered her friend Action and she knew her boy and girl friends would say she had neglected her friend Reliability if she were late in calling for them.

"Then she thought the Endurance of her friends would not be as good if they were jolted on the hard wood of the bare wagon seat.

"Alice loved her friends and wished all to be comfortable. So she reached her boy and girl friends all right and met them with a happy smile because her good

thoughts had made her remember her friend Ability too. She had learned that these four friends stood for the four sides of herself.

"She knew about drawing the character-square straight as possible every day, by knowing good thoughts, feeling good feelings, keeping her body right and doing good actions.

"She was an *area* girl."

#### Area Base Ball

We may play games too, to bring out the idea of character-building.

When your children play base ball make the diamond as usual. Name first base Ability, name second base Reliability, name third base Endurance, and name home plate Action.

When you score first base, write, Ability or Abil.; second base, write Reliability or R.; third base, write Endurance or E.; home run, write an *area*.

The national game played with these terms has an excellent effect on the conduct during an enthusiastic game.

#### The Story of the Grand Old Square

Then there is the story of "The Grand Old Square." Relate it in this fashion:

"Children, you have learned about the character-square and how to draw it true and even daily. Are you practicing to draw it better every day?

"Let me show you how important it is that you should do so.

"Very much depends upon the character-square each one of you draws daily for yourself. Every time you fail to draw a good daily character-square you are hindering the good drawing of the grand old square.

"The grand old square is very, very old. It has been trying to grow true and even ever since man came to earth.

"At first its sides hardly resembled a square at all. For the first men did not know about the character-square as you do, and so while some of them without knowing it practiced a few positives like courage, swiftness, etc., they could not practice on as many positives as you can because they had not yet been developed in the men of long ago.

"But you are more favored living as

you do in this day when men know a long list of fifty-two or more success qualities to practice on as they need them in drawing out their character-squares.

"Now that there are so many known positive qualities and so many children using them daily in drawing their daily character-squares, the sides of the grand old square have improved very much.

"You are a very near relative of the grand old square.

"You see you are a member of the human race.

"All the people in the world added together make the human race.

"Yourself square is your character-square.

"The human race character-square is the grand old square.

"So you see it is true that every time a boy or girl forgets to draw a good daily character-square he or she hinders the growth of the human race square or the grand old square—the world square.

"Right here I wish you to learn by heart this New Thought Table for character-building. This table is the ladder you must climb to have a strong personality and broad influence.

"Sow a good suggestion, reap a good thought.

"Sow a good thought, reap a good feeling.

"Sow a good feeling, reap a good action.

"Sow a good action, reap a good habit.

"Sow a good habit, reap a good character.

"Sow a good character, reap a good personality.

"Sow a good personality, reap a good influence.

"The steam radiator over there by the window is like our own character and personality in some ways. Why? Because the round pipes in it suggest to us the good round positives that hold the heat from which our character grows into personality, and as the heat radiates from the pipes in the radiator, so personality radiates from character. It is the part of us which influences "the people we meet."

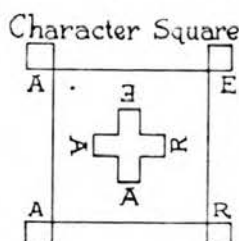
#### The Game of Grand Old Square

Now let us play the game of the grand old square. When we play it on the lawn

at Sheldonhurst we use bamboo fishing-poles to outline the square.

But the court may be outlined with tape or lime as in tennis.

I. Lay four short poles in the shape of a square. This is the character-square.



II. Make holes or pockets in the corner of the square.

III. Designate by cardboard letters or in some other way the corners as Ability, Re-

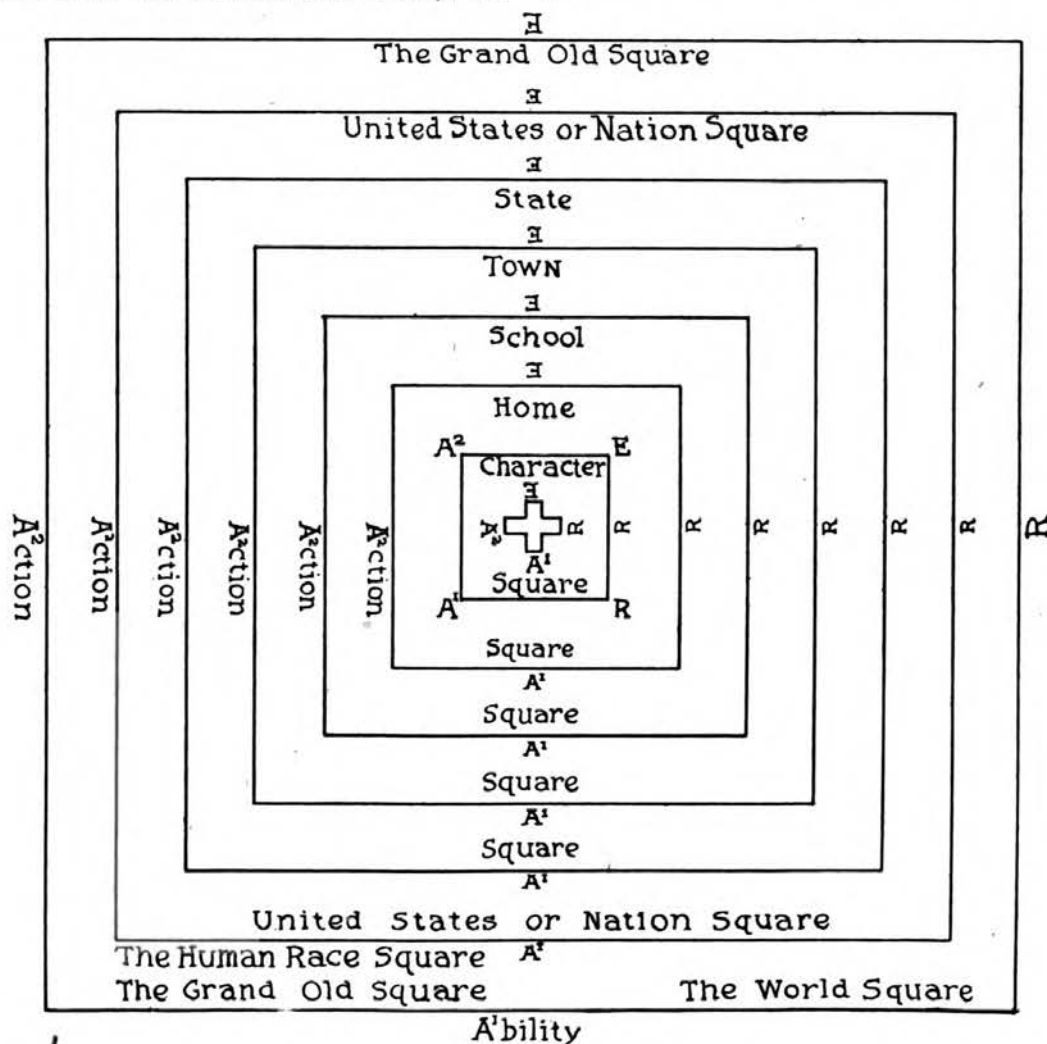
liability, Endurance and Action corners, respectively.

IV. Make four yellow bean bags for Ability throws, make four white bean bags for Reliability throws, make four red bean bags for Endurance throws, make four green bean bags for Action throws. Make a number of these bags if you have the neighborhood children playing, too.

V. One set of four may play or when the first set of four have formed the character-square, then four more may start while the first four are forming the next square. As these move up four more begin and as each four progresses to the next square higher, add others until all have a chance.

There are six squares in all.

The sum of these squares equal the grand old square. Here is the court completed:



Begin playing at A' on the character-square. Throw a yellow bag into the pocket on the R corner. If it goes in you have four points to your credit. The first line of your character-square is straight.

Draw all four lines straight and you have sixteen points on the first score.

Now stand at A' in the middle of this side on the home square. When the character square is well drawn the influence is highest in the home square. Each of the sides in the home square count eight  $4 \times 8 = 32$ . The player may get only two of these sides; if so he is only to have sixteen, etc. Repeat the same play on the Town square and as you play from square to square remember the increase of the score in each successive square is to bring to mind the fact that the influence of the character square is felt in all the promotions in life. The strong personality born of sterling character is positive influence in the home, the school, the town, the state, the nation, the world.

Each side of the character square counts 4.

Each side of the home square counts 8.

Each side of the school square counts 16.

Each side of the town square counts 32.

Each side of the state square counts 64.

Each side of the nation square counts 128.

Each side of the world square counts 256.

Your success in life depends upon the evenness of the sides of your character-square.

Be careful to draw it as nearly straight and even as possible daily. Then in the home or in school, as mayor of the city, as senator or governor of the state, as President of the nation, as a leader of the men of the world, your influence will be always for the betterment of the race, the progress of mankind; you will help to make a truer, better world square.

This is the highest and best work a man or woman can do.

Try playing this game, mother-teacher.

First tell a story of its meaning at story-telling time.

Then play it with the children on the lawn.

Keep your children's minds dwelling on the big things in life. The positive development of self, the betterment of the race, is one of the grandest and highest. Teach them:

"Dwell in thought upon the Grandest,  
And the Grandest you shall see;  
Fix your mind upon the Highest,  
And the Highest you shall be."

## Why He Never Got Above a One-Horse Business

He was not polite.

He did not know how to advertise.

He did not keep up with the times.

He tried to do everything himself.

He tried to save by hiring cheap help.

He looked upon system as useless red tape.

He strangled his progress by cheese-paring economy.

He did not think it worth while to look after little things.

He never learned that it is the liberal policy that wins in business building.

His first successes made him over-confident, and he got a "swelled head."

He thought he could save the money his competitors spent for advertising.

He was always running his business down. With him times were hard and money tight; business only just "so-so."

He was pessimistic, and all his employees caught the contagion, making the whole atmosphere of his establishment depressing.

He did not think it worth while to compare his business with that of his more successful competitors, or to study their methods.

He did not buy with his customers' needs in view, but bought the things which he liked best himself, or which he thought would bring the largest profits.—*Success.*

# Why Some Men Fail

By J. E. BROWN

**T**HERE is a great army of men who have failed in business, as well as in life, and if I could tell each one exactly what was the cause of his failure and how to avoid it, my advice would be in great demand. I cannot tell why some people do not succeed. But if by removing some of the rubbish and debris of a few failures, you can see the stepping stones to success, I shall have accomplished something.

Every man when starting in business life, has a vision of his future. Some of these are as real and impressive as Jacob's vision of the memorable ladder, while others are as unreal and unpleasant as a nightmare.

Some have gone into business without preparation and without counting the cost of beginning or the disaster of failure.

## No Panacea for Failure

Yet every man when starting always has a "sure thing" in his mind. He believes it and has it all figured out that he will make a good living—a fortune—and a success. But, over three-fourths of these plans fail.

There have been all kinds of insurance sold to cover almost all kinds of losses, but I have not heard of an insurance against failure.

There has been a patent medicine made to cure every ill and a good many that are said to cure everything, but not yet has there been one to cure business failure. If some one will make such a compound, I have no doubt that the mayor would stock it in his drug store and the council would buy the stock.

But we cannot waste our time discussing hopeless failures. This is a business magazine that treats all causes with reason, energy and efficiency.

## Lack of Training

The first cause of failure in some men, is the lack of proper training and ideas.

There are few misfortunes greater than to have parents forced on you, who are failures.

Now, do not think that I am a pessimist and believe that a man inherits all the failures and sins of his ancestry. Heredity may have besetting hindrances, but worse than that, is the training such parents give the boy—the example is not inspiring and the training faulty.

## When the Mind Is Wasted

Many a boy is let grow physically and allowed to waste mentally—permitted to let his mind, his energy, his ambition and his intentions go to weeds—no centralizing of his haphazard ideas, no concentrating of thought on any one line of development—a wild growth of gray matter without refining or directing. A mind like this may well be compared to a field of fine rich soil that has never been ploughed or sowed, but has lain for years neglected among cultivated surroundings and is seeded by the winds and birds that cross it. There is evidence that it will grow nearly all crops, but every specimen is a scrub.

Let us weed and thin them out and select some one and cultivate and train it, and we get a crop worthy to be harvested; but, it has cost time, labor and money to get rid of this wild, miscellaneous growth of scrub and the soil was impoverished to some extent in producing it. It was an expense until the day it produced a harvest.

Just so with the boy who has been allowed to go to weeds and scrub. He has grown up with business, culture and science all around him and all he possesses is what he picked up as he passed by them. He has acquired his knowledge by outward applications of such a variety that when you look at him you are filled with wonder and he is filled with uncertainty as to what he is good for. The few good points he has are swimming in a sea of uncertainties. He is just about as useful to a business as consomme to a hungry man—both fill up.

Give such a young fellow a chance and in most cases he will be a bungling failure. True, he may learn and finally succeed, but it will be over the ruins of his early failures.

Young men, if any of you have been thus neglected in both your boyhood and young manhood, my advice is to get out the grub hoe and dig out and kill off all your puny, sickly ideas, then use the pruning hook on the one vigorous scrub you have left, turn it out under the spotlight of the vigorous rays of business training, fertilize it with hard work, water it with proficiency and the world will benefit from the result.

#### Harmful Associations

Another source of failure is bad company. This is not confined to young men.

It is not necessary to say that morally bad company is dangerous and ruinous, for this has been proved and recognized by both good and bad men for ages.

Many a competent and prosperous business man and his business have been ruined by bad company.

A partner with a questionable reputation gives color to your character and to your business. You may be upright in your business and your personal habits and your partnership with a man of bad character is an acknowledgment by you that his principles are as good as yours. Here begins in the public mind a suspicion that you are a "wolf in sheep's clothing" and confidence, the foundation of success, is lost and you are now headed straight for commercial disaster.

#### Confidence and Character

Confidence and character are now recognized as commercial assets and are so counted in making up statements for credit purposes. We read in Bradstreet's or Dun's special confidential reports that a man or firm is or is not, of good character, steady habits, attentive to business and enjoys a fair share of public confidence and his prospects are viewed with favor and it is believed that he would not abuse his credit.

A man with plenty of money and a bad character can force himself into business and by doing so invite failure.

#### The Allurement of Business

There is an allurement about business and politics that seems to attract all classes of people without respect to fitness.

A man may be a success in one line and yet be a failure in another. Because a man is a success in installing heating plants is no sign that he is fitted to occupy a seat in the councils of civic affairs, any more than a successful prescription druggist is qualified to guide a ship of state. Do not misunderstand me. A man may be a success at two different things, but his training in the one does not fit him for the other. He must have qualifications for both before he will succeed in both.

Did you ever notice that all-around clever fellow, who was a good dancer, could talk on every subject intelligently, could make himself useful any place, could sing, lead in prayer, wait on the table, draw a plan for a house, conduct a funeral, cut the children's hair, tell you who Joan of Arc was, write essays on "How to Succeed" or "Why people fail," could borrow money from his friends?

Yes, we have all seen him.

He is like a hotel dinner to a farmer, like a bunch of roses to the young girl graduate, like being an honorary pall bearer to a dead city official, like an embroidered laundry bag from your best girl, like presenting a cross-eyed old maid with the book entitled "How to win a husband"—all pleasant to think about, but of no real value. The foundations of real value are not built on these things and the men who do things that make history are not from this "clever class."

#### Illustrations from Grand Opera

Did you ever go to a grand opera?

See the beautiful scenery, the gaudy and marvellous stagings, the scores of beautiful girls who form the bewildering chorus, the mysterious spot lights with their color effects, the great orchestra whose music hypnotizes the performers and seems to sway their very bodies and souls?

You sit there under the seducing spell and are happy and content, because you are soothed and entertained. Your body, your energies, your ambitions, your troubles, your anxieties, your very being is entranced. But, when the star—the prima donna—bursts forth and her whole being goes out in that song, that lays hold on your heart strings, then you are on fire with responsiveness, you follow her down

in the valley of despair and up to the heights of ambition. You reach out with every power in you, to follow her. The rest is mere cleverness. She is success.

The chorus got their training on the stage. The prima donna spent years in study and work and has caught the real spirit.

Here, as elsewhere in life, centralized energy makes proficiency and proficiency makes success.

In a thousand little offices furnished with a desk, a couple of chairs, a library of commercial reports and a filing cabinet of special reports, well indexed for immediate reference, sits a clear-headed, cold-eyed, unemotional, analytical man studying success and failure. He is gathering information through an army of sleuths who are watching your habits, your comings and goings, your family, and reporting how you spend your time and money. From this varied information he is writing your history. He studies causes and foretells results. He is advising, admonishing and encouraging. To those who are in temporary distress in a worthy effort, he gives a helping hand. To those, who are blindly going to destruction he hoists a signal of warning and those who are floundering in commercial darkness he tries to lead into the light.

#### Why They Fail

Ask him why people fail, and he will tell you that a few fail because they lack money—a few more fail because they have selected a business not suited to their natural ability—a few fail because they are trying to take advantage of everybody, not knowing that the world is more than a match for their dwarfed minds.

A few fail from sheer incompetency, for which there is no remedy.

But, after all the other causes have been named, the great majority fail because they will not put their whole being into their life's work and they fail. Of all the reasons for failure, all can be excused with reasonable propriety, but when one fails on his own personal account, when he could have succeeded, there is no excuse that will fit the case.

When a man will not make the effort to succeed he deserves to fail.

I should like to dwell on this one cause long enough and be able to say something that would spur every man up to put forth every energy in him in the direction he has chosen.

If you have decided on a line of work, try to learn it, try to master it, for your own benefit, and give something to the world worth while.

Right here let me pause and impress on your minds that there are two ways to make a success—first, by doing something good, that only a few, or no other at all, can do. This brings the rarest kind of success and is the hardest to attain.

Second, do anything better than others do it. This is an easier and more frequent success and is due entirely to the degree of your effort and proficiency. This kind of success is comparative and competitive. It is open to all of us—it is up to you.

#### Keep Skeleton In Background

But, let us get back to our subject of failures. So many things enter into one's life that may change it from success to failure or from failure to success.

You may have all the elements of success and have private home relations that prevent your being at your best. You are worried and cannot give a clear mind to your business. Your home life is antagonistic to your public life.

Young men and women should exercise care in selecting life companions, for surely they will help or hinder.

If there is a skeleton hidden away, better select the quieter walks of life, instead of the more public ones, where it is likely to be exposed and do you harm.

How a bad reputation smells! How a good reputation sends its refining and sweetening fragrance everywhere. The smell of the one repulses and the aroma of the other entices you. One spells failure and the other pronounces success.

Young men, in laying your plans and fitting yourselves for your life's work do not forget that pure manhood is an enduring asset and that when you have succeeded the one most brilliant jewel in your crown will be good character.

#### Why Are there Failures?

Why do some people fail? Why? Why? Why? It means so much to the one who



fails. It saps his happiness, hurts his ambition, wounds his pride, his friends doubt him and often forsake him. The road to success now looks steeper and lonelier.

Was it the wrong kind of business? No, because men whom I know to be his inferiors did succeed at it.

Was it because he did not have capital enough? No, for I know a man who started with almost nothing and is now rich.

Well, maybe it was because he was not well educated. I hardly think so, because he graduated at our high school and then took the classical course in our best university. He belonged to one of the most liberal fraternities and was president of the

Y. M. C. A. and managed the ball teams and often attended the receptions at the Young Ladies' seminary. He had good grades in every branch taught in the university. He made speeches on all subjects of public interest. No, it could not have been his education.

It doesn't seem to make any difference how much a man knows, for there was his competitor who had very little education and the only thing he seemed to know anything about was his business, and on this one thing he seemed to know more than any one else.

The trouble was, and always is, because the man who fails is not willing to pay the price of success.

## Make Use of What You Have

By FRANK WOOD

**S**UCCESS is the result of getting what you want."

The way to get what you want is by making the best use of what you have.

Simple, isn't it?

Are you making the best use of your time or are you spending a part of it in dawdling around or pondering over the past or building air castles for the future?

If so, quit it.

Map out a schedule of work and play, recreation, planning and rest, and stick to your schedule until you are putting in your time just like a millionaire. You will then be well on your way towards being one.

Are you making the best use of your energies or are you spending your time on trifling things?

Quit it.

Do things that are worth while and do them in a way that is worth while. People will soon be realizing that you are worth while.

Are you making the best use of the goods that you have to sell or is your store filled with a lot of worthless junk that is of no value to anybody and that you wouldn't buy yourself for 50c on the dollar?

If so, get rid of it.

If it is worth anything, sell it for what it is worth. If you can't sell it, give it

away. If it isn't worth anything, throw it away.

Fill your shelves with good goods that the people want and need and don't forget to tell them about it when you do.

Have you information in your office that you don't use?

Make use of it. Let the people have the benefit of it.

If you are a professional man, tell people how to take care of themselves. You won't lose any clients by such practice.

Have you room in your store or in your office, in your shop or on your farm that you don't use?

Get rid of it.

Clean up.

Get rid of the junk piles.

The world will never be so big that space in it won't be valuable.

Make every foot of space count for some useful purpose.

Have you talents and abilities that you are not using?

Put them into action. Make them bring you in something, either in money or knowledge or happiness.

Put things into action and watch them grow.

Simple, isn't it?

By making the best use of what you have, you may get what you want.

And "Getting what you want is success."

# Efficiency in Sales Management

By GEORGE H. EBERHARD

A Paper Read Before the San Francisco Division of the National Sales Managers' Association, May 3, 1911

**T**HE lack of standards—plans—and then real careful and useful field work is apparent in the majority of sales departments today.

I do not mean by this that the sales departments are weaker and less efficient than the other departments of business handling the advertising, accounting, shipping, warehousing or credits, for the great majority of such departments have a low average of efficiency as it is now interpreted.

This organization of sales managers is directly interested in the sales department's work, and particularly the duties of the sales manager, so I will confine my remarks to that department's work for a time at least.

I am compelled to say a few words on the subject of "Efficiency"—the word that is now on every business man's tongue.

## The Supremacy of the Thinker

Hardly three years ago and the word efficiency meant little or nothing to the business man. Today, it is used by everyone, because men like Harrington Emerson, Attorney Brandeis, Gantt, Going and Taylor, have demonstrated its value when rightly used, and have shown us what its real interpretation means. All this is well set forth by my friend, St. Elmo Lewis, who says in his "The New Gospel of Efficiency":

"'The American executive is not a thinker; he is a doer.' This has been the boast of our commercial Solons for a hundred years. There was never a more impotent and silly boast in the world. Every executive and the head of a department ought to be able to do anything better than a subordinate—in the sense that he should know how to get it done. If he doesn't he is the victim of the subordinate. To obtain greater efficiency both the executive and the head of the department must think out a careful analysis of the actual methods and results of each subordinate. Inefficiency on the part of workers is the inevitable result of lack of thinking on the part of

the executive and the head of the department."

I interpret efficiency to mean the basis of "common sense" applied to business—finding by study and analysis the "right way" of doing each act or thing in business, and then doing or having it done the quickest and easiest way.

Efficiency standards will move the employee higher in the scale and level the mere employer to a point where he will get what he is really worth. Efficiency standards eliminate waste on the top as well as at the bottom of the business structure.

Of course, the fundamental error that we find when looking at the organizations whose sales departments do not show a very high standard of efficiency is that the proprietors or chief executives do not allow the manager of the sales department to have time enough for much thinking, analyzing or planning. The sales manager is usually expected to assume many duties that could be handled by a competent assistant, or duties that should be attended to by the man higher up, or by the manager of some other department.

A sales director in charge of both the sales and advertising departments in large organizations will overcome this weakness in the present work of many sales managers.

The tendency of the heads of firms to pass to the sales manager work not directly connected with his problem of making each salesman a growing, efficient, result-producing unit in the sales force, would be done away with, if a sales director could be employed, for he would be the office representative of the sales and advertising departments, allowing the manager of each department time to analyze, think, plan, and go into the field.

## Co-operation the Keynote

To get the "limit" out of each salesman in a sales force calls for sincere co-operation with each salesman on the part of the sales manager, a proper distribution of ter-

ritory, the right handling of his orders, reports and correspondence, the prompt posting on prices, credits, complaints, mail orders and other matters that transpire in his territory.

I am of the opinion that the sales manager is the deciding factor in the high or low efficiency of each unit in a sales force. In other words, the salesmen cannot get away from his directing influence. Salesmen will become more efficient or their efficiency will decline in proportion to the strength or weakness of the sales managers' personality and ability.

It is necessary to school and teach each salesman to insure efficiency, and this can only be done by a sales manager, who is capable and willing to instruct.

Every new salesman should be provided with a history of the house, the policy and aspiration of the owners, also a sales manual giving the best sales talks, ways and methods, and a set of helpful house rules.

#### **The Necessity of Field Work**

The majority of sales managers neglect the field work. This in my opinion is wrong. Every sales manager is reducing his standard of efficiency—his value as a barometer—as an understanding guide and leader of his salesmen when he discontinues going into the field and analyzing the work of "selling the goods"—getting next to the real problem of the trade, and above all, the dealer's experiences with the consumer.

The sales manager that sits at his desk except for a few short trips probably social, listening to his salesmen's views and the opinions of the friendly trade who visit headquarters, gradually gets the wrong perspective.

The salesman seldom can see competition and trade conditions and analyze them in a way that takes into consideration both the house's, his customers' and his own interests. If a salesman is worthy of the name he is not able to do this. His interest will predominate.

To get at the "heart" of conditions in the field, one must go and see the field. A doctor might prescribe effectively for a patient by mail, or on the report of a relative, but a visit, and personal observa-

tion and experience with the patient is the surest and safest way.

The amount of business that can be reasonably expected from each salesman—each town, city or county for that matter—the helpful instructions, ways and means of securing this business does not receive the undivided thought and careful attention it should in most organizations. When we come to consider the value of a plan—by that, I mean a plan that includes all the factors—we find a still greater weakness.

Very few concerns study the economic utility value of their product, its probable demand, the reasonable expectation, and then apportion it intelligently with reference to logical area and population.

Very few concerns or sales managers have studied how to get the best average result from each salesman and still permit him to do constructive and intensive development work to forestall competition and prepare for future planned expansion, or can explain their conclusions so that they can not be shot to pieces by one who is analytical.

#### **Planning Ahead for Success**

The majority of business men are poorly informed on subjects more vital to their interest and profit, than you may credit. It is just "profit" with them, while the truth is that business is the real activity of all mankind. Even doctors, lawyers and preachers could not exist without it, and when efficient standards prevail, we shall not need many of them.

To foster discussion, do you know of a concern that has a definite plan to build to year by year for at least two years ahead?

Would not a skeleton diagram of policy, purpose and reasonable expectancy to build to, be a great help to a sales manager?

This is readily obtained if the data is collected intelligently and compiled by one experienced enough to understand its value.

We will take one illustration, a whole-sale grocery: Suppose their plan was built up, showing the towns, the responsible grocers in each, their present estimated or known business on certain lines which it was desirable to sell, the business obtained by their salesmen from each grocer, the possible dollar volume of trade that they could aspire to for this year and the next

year on each line of goods from each grocer. This could be added to, but the above will serve. Would such a record be of service in handling a salesman who visited these towns?

The present plan of keeping records ends with a history of the past. How much to work for, figured on a sane, reasonable basis is missing.

While each year sees change and possibly progress, very few big concerns are built as a result of planning. It's only after the work succeeds that much bragging is done about the foresight or plan that was utilized.

Usually a "hope" and "persistent desire," plus "working like grim death," with the necessary development decided when forced upon the concern by circumstances, is what builds the business.

The full understanding of the value of planning the selling campaign of a product, having the trade properly estimated, and the goods and prices balanced, is lacking in most institutions who feel they are doing "very fine." How surprised they are every now and then to discover a better way to distribute, a new sales possibility, or as is more often the case, they are wrong in trying to work as they are doing.

#### The Need of Setting a Standard

To deliberately study a field, look into all phases of the situation and the merchandise, then to plan, carefully estimating possible and reasonable achievement covering a few years, devising a sane method, and building constructively in each territory toward a definite goal will become more general when the advantages are understood.

It is necessary to have reasonable standards set up for comparison of each unit's work and the organization as a whole. The natural tendency toward intensive development is making rapid strides towards the day when enterprises will by means of purchase and consolidation control the source of raw material, the means of manufacture and the wholesale and retail system for distribution to the consumer.

I predict, in the next ten to twenty years, greater changes in the conduct of business both as to organization, methods and the distribution of profits than has taken place

in the past fifty years. The employees will increase in proportion, and the number of independent and distinct organizations will be few compared to this day. The present wasteful methods must go. Unnecessary duplication and the wasteful multiplication of profit and costs must make room for the most direct and simple way.

The commercial world requires this for many reasons, the most pertinent being that the concern that does plan ahead will easily succeed in distancing the concern that does not. It means increased efficiency and business for the winner, and an active appreciation of the same to the loser, and a general speeding up for both.

In the end it will be but a final chapter in Eugene Sue's great history of the "Proletariat Across the Ages." The present unjust, unreasonable and inefficient distribution of work and return will be corrected in spite of all subtle misuse of, and wilful opposition to efficiency principles. Yes, greater progress than through any political or religious creed is what "efficiency," rightly interpreted, means for the worker, and his name is man.

### A Salesman

When the train pulls in and you grab your grip,  
And the hackman's there with his frayed-out whip,

And you call on your man and try to be gay,  
And all you get is, "Nothing doing today":

Then you're a peddler,  
By gad, you're a peddler!

When you get into town and call on your man,  
"Can't you see any Bill?" "Why sure, I can,"  
You size up his stock—make a rough count,  
And "Bill" presently says, "Send the usual amount,"

Then you're an order taker,  
By gad, you're an order taker!

When you travel along and everything's fine,  
And you don't get up till half past nine;  
When you see each concern and talk conditions  
And write it all home with many additions,

Then you're a traveling man,  
By gad, you're a traveling man!

When you call on your trade and they talk  
"hard times,"

"Lower prices" and "decided declines,"

But you talk and you smile—make the world  
look bright,

And send in your orders every blessed night,

Then you're a salesman,  
By gad, you're a salesman!

# If I Were Advertising Jam

By JEROME P. FLEISHMAN

HERE is one of the reasons why "advertising doesn't pay." It is an advertisement from a New York evening newspaper. I have substituted the name "Blank" for the name of the advertiser. Otherwise the ad. is exactly as it appeared. Hard to believe, yes—but strange things do happen even in these days when advertising is becoming less and less of a hit-and-miss affair and more and more of a science. Here is the ad:

## WHENCE CAME THAT JAM?

When the humming-bird probes the immaculate well of the white-lipped morning glory and the bees gather round the savory sage, and the oat-straw, fragrant as clover, is built into the nest of the robin, in that glad hour the spirit of old earth flows into the ripening berry and the pink girls of the countryside have dreams of pillaging the dew-kissed garden.

The first peep of early morn sees the heaping baskets ready for market and the donkey carts wheel their precious freight over the rutted roads to the station.

This is half the story of half the sweetness and half the charm poured into every jar of Blank's Jam. The cookery is done in open kettles, clean as the drifting snows, and sugar, pure, is the only artifice employed.

Poesy perhaps, but factful poesy, and the jam is worthy of the theme. No need for preservative or artificial color. Purity and poesy scorn such aids. Try the jam and see. It is the happiest song of the Blank family, and Blank & Co. are proud that it is theirs.

Let's look at this ad. through mutual eyes. Let's try to get at its practical "pulling power"—its likelihood to sell jam. Who buys jam? The housewife. We're agreed on that, then. What does she want

to know about the jam she buys? Do her mental processes lead her into a study of the "immaculate well of the white-lipped morning glory"? Does she think about "donkey carts" and "rutted roads"? Would she know "oat-straw" if she saw it? "Pillaging the dew-kissed garden" might mean chasing the squirrels out of the cabbage so far as the woman who buys jam at the corner grocery is concerned.

Mrs. Housewife wants to know that the jam she buys is pure. We are also agreed on that. But will she wade through a sea of "poesy" to find it out? I don't think so. "Well," you are saying, "if you wouldn't write a jam ad. that way, how *would* you write it?" I'd forget all about "poesy" and "pink girls" and "peeps of early morn"—that's what I'd do. I'd print a mighty attractive picture of a bottle of that jam, showing clearly the label and the name, so that when Mrs. Housewife, responding to the ad., went to the grocer to try a bottle of it, she'd recognize it instantly on the grocer's shelf and say "That's what I want—Blank's jam." And I'd try to make her respond to the ad. by telling her, not about humming-birds and savory sage and the spirit of old earth, but *all about that jam*.

I'd tell her where the jam is made—the sanitary methods used in its manufacture—where the berries that go into it come from—something about their quality—the clean, careful way in which it is bottled—and the *price at which various sized jars or bottles are sold*. I leave it to you: which of the two ads. would be the more likely to produce results?

To my way of thinking, advertising isn't poesy. It is *common sense*. Would the average man or woman, after reading the first ad., bother about asking "Whence Came That Jam?" No Clarence; he or she is more than likely to reach for a nice fat club and ask: "*Whence Came That Ad?*"

Have a capacity to dispose of—make way with the little details—you will then be able to carry the big things and carry them well.—*Orville Allen*.



### Hardcastle's Emotions

**D**O YOU know," sighed Hardcastle, as we walked up the Fifth Street hill in the starlight, "I wish I could feel generous and altruistic, the way you fellows do? I am beginning to think that you get a lot more out of life, even if you do not get so much money—although I'm bound to say you are all doing well enough financially."

Loud chorus of silence from us.

If we had opened our mouths at all, we should have cheered.

And this was no time for cheers. As well cheer when a man addresses the ball on a ticklish putt. But I still have tender memories of the impressionistic ultramarine decorative dado that grew on my arm where Fussberg squeezed it.

Hardcastle didn't seem to notice our verbal unresponsiveness. Perhaps because our silence was so sympathetic. There are many kinds of silence, you see. You notice I throw in a chatty little remark like that, once in a while. Of course it interferes with the movement of the story, but then it shows how perfectly at home I feel doing this sort of thing. Besides, Wiggins abhors it, and I like to tease Wiggins.

Well, as I was saying, Hardcastle paid no attention to our silent concerto. He drank in two big lungs full of air, threw back his head and gazed at the stars, walking slowly, with hands clasped behind him. Then he sighed again. His head drooped. And when he spoke, it was in a dull monotone.

"But what's the use? It's always the same old story. The habits of a lifetime are too firmly cemented in to be pried out with a violin-bow."

Again he breathed deep, walking in silence—we contributing the hereinbefore mentioned silence.

### He Knows Better, But,—

We journeyed thus from Ash street to Cedar. Hardcastle was evidently experiencing some emotions. At last he spoke again.

"An orchestra concert like that one to-night always stirs me up. Music seems to have a powerful influence over me. After an hour or two of it, I always feel that I want to quit this money-grubbing and snarling over financial bones with a pack of other hungry dogs. I want to do something fine and noble—nothing spectacular or public, but some real good—something for which I should get neither reward, applause, nor gratitude. I have even made up my mind that I would. But the next morning I have always found myself down there in the pit, sordid as ever—or even more so. Then opportunities come along to put some of my high ideals of the music-drenched night before into practice. But I only set my hard jaw tighter and wonder how I could have been so soft-headed. And yet I know, all the time, that I am buying misery. How can a man be such a fool?"

He seemed to be asking the stars about it, so we let the stars answer him.

We were all quiet for a long time after that. I suppose it took quite a while for the answer to get back from the stars. But when we got to Olive Street, Hardcastle turned and looked out across the Bay.

We turned with him.

We all breathed deep this time. And we hadn't walked very fast up the hill either. The spell of beauty and glory was upon us.

At our feet and on the hills about us slept the city, wrapped in the velvet shadows of her trees, with here and there a gleaming jewel of light. And, now and then, she murmured a little in her sleep.

Westward and southward the bay, placid behind her sentinels, lay dreaming of the romance of Spanish galleons, the tragedies of ships that never returned, and the fluttering pride of naval displays. And there stood the sentinels—gay Coronado, rollicking in lights and music; gray North Island, squat and patient, without even a brass button of light to bedizen his somberness; and grim Loma, the outpost, black and forbidding.

Beyond, the ocean stretched away to meet the sky, huge, unresting yet compelling in its calm mystery.

Black against the southern sky rose Table Mountain, the immensity, the majesty, and the mystery of the land giving back the challenge of the sea.

Over all hung the soft, thick blackness of the heavens, spangled with gold and silver, and strewn with diamond dust.

#### He Gives Up Hope

By and by Hardcastle spoke again. And this time, there was a vibrant note in his big voice.

"And here is another influence that always gets me where I wish I could live, boys. When I drink in the beauty of this scene, it always intoxicates me. How many nights I've stood here and resolved to be more human—less of a money-making machine. But 'the morning after!' Tonight, with the echoes of that music in what I suppose is my soul, and this wonderland of beauty and mystery spread before me, I know that I have emotions. But tomorrow morning, when the scramble begins again, I shall be all steel and ice—hating myself for it, perhaps, but keeping it up just the same."

The government launch swung away from a wharf on the water front, carrying a party of merry making soldier boys across to the fort—a tiny black speck, drawing the huge V of her wake on the surface of the Bay. As she went she picked up speed, and soon was rounding the dark shores of North Island.

"So I guess the case is hopeless," Hardcastle went on. "Fate seems to have decreed that I shall be selfish and miserable to the end. Come on boys, let's go home."

"Just a minute," pleaded Socratic, taking his arm. "Tell me, Hardcastle—why didn't the government boat start for the fort as soon as the boys came down to the wharf?"

Hardcastle looked at his questioner suspiciously. But the philosopher's face was a picture of childlike inquiry.

"Why, Bob always waits until the boys come down from town before getting up steam. He never can tell just when they will be there."

"And when does he open the throttle?"

"Why, when he gets her hot, of course."

"Oh yes, to be sure," murmured Socratic, apologetically. "Suppose he got the steam-gauge up to two hundred pounds tonight, then went off and left it. Would it do him any good to open the throttle tomorrow morning?"

"I get you, Socratic, I get you. But even if I were to do something noble tonight, when the steam is up in my emotional boiler, how would that affect me tomorrow morning, when the fires have burned out?"

#### He Fears a Cold Boiler

"What was the reason the launch picked up speed as she pulled out into the Bay, Hardcastle?"

"Why the exhaust steam was blowing through her smoke-stack, and that made the fire burn hotter. I see the point. You think that getting action on my emotions would make them stronger. But, even then, there would be the morning after, when the boiler would be cold again."

"Do you remember when Bob was a rookie and first began running the engine on the government launch?"

"Yes."

"Remember how he used to act when he got the bell signals from the captain?"

"Yes, he either had to stop and read his instructions to see what the signal meant, or he did the wrong thing."

"Now, how is it?"

"I've seen him obey the bell without even taking his eye off the sporting page of the Union."



"Well, the sound of that bell is an impulse, isn't it?"

"I get you again, Socratic. If I were to practice responding to the impulses of Tannhauser and the Bay by starlight, the action would soon become habitual."

"On the other hand, Hardcastle, did you ever use an alarm clock?"

"Had one bang my sleepy ears every morning until after I was forty."

"And when you rolled over and went to sleep again after that bang, what happened?"

"I soon got so I never heard the clock go off at all. I see, I see. I have been aroused by the alarm clock of my emotions so often, and then rolled over and gone to sleep again, that it's no wonder I don't get up. The habit can be formed either way. And I've formed the habit of never responding to my higher impulses. But how am I to break that bad habit?"

#### He Can Arouse Emotion by Action

"You were feeling cross and unhappy when Bronson came in to see you today, weren't you?"

"About as grouchy as I ever felt in my life."

"And yet you made yourself act as cheerful and hopeful as if you had never known a care, didn't you?"

"Sure! I couldn't afford to let Bronson see that the president of the company he was going to invest fifty thousand with was in the dumps."

"And how did you feel after Bronson had gone?"

"Well, I'll have to admit that I was about as happy as I ever get. Great Scott! Do you mean to tell me that you can get a feeling by acting as if you had it? But I guess you're right. I begin to see the way out. I'm in earnest about this thing, boys. And now is the time to begin. So I'll bid you all good night. I'm going back to the office and write some letters, sign some checks, and raise a few salaries before I go to bed. Good night."

And he was off down the hill with a spring in his step I had never seen before.

#### Persuading the Procrastinators

**B**USINESS," groaned young Jack Spenceway, with unnecessary emphasis, "is decomposed."

"In salesmanship," uttered Wiggins, "one should never blame business, but himself."

"Surest thing you know," agreed Jack. "And it's a great little old consoler, too. Makes a man so well satisfied and comfortable in his own company to realize that he has a solid ivory ball so tightly screwed to the top of his spine that he can't trade it off for one that has works inside of it."

"Cut it out, kid," snapped Fussberg, putting down the concave lens through which he had been sizing up a wash drawing. "You're not going to revive your moribund business by slandering that precious lima of yours. Better get it busy finding out why, instead."

"Your advice is so startlingly original and unconventional, Fussberg," snipped the youth, "that I hesitate. And yet it is strange that I should never have thought of trying to find out the pathological identity of the malady that has caused the demise of my late lamented and aforesaid business. Since it was the sole support of my material existence, and the provider of means for my innocent pleasures and cultural ideals, you doubtless think it unnatural that I should have been so remiss in investigating so simple and easy a problem concerning it. But I'll tell you why. It was so simple and easy that I could not condescend to it."

"I freely own up to the bromide," grinned Fussberg, "but I want you to understand that I am the sole patentee of the use of sarcasm in this office. It's a bad fault, Spenceway, and has no redeeming qualities. Its humor, if it has any, is corrosive, not soothing or constructive. I know what I am talking about because I have used it for years. And it has never done anyone any good or made me any friends."

"Well, why don't you quit it then, and cease corrupting tender youths like the present sad and humiliated speaker?"

"Because I render a double service to my kind—I am both preacher and horrible

example. But, really, what is the matter with your business, kid?"

#### Holding the Autopsy

"Oh, there is nothing the matter with the business, as Wiggins has so cleverly and tactfully pointed out. The matter is with me. And I am perfectly irreproachable with the trifling exception that, under my fostering care, the business has slowly pined away and died, with a sweet, sad smile on its wan face."

"Do you mean to tell me that, after the great record you made last spring, you have allowed your sales to dwindle down to the dead line?"

"Yes, dear friend. You, yourself being witness, I have sat here idly, with placid phiz, folded hands, monumental feet, and permitted that very tragedy."

"You can go to torrid California Baja along with your perdition-bent business unless you throw out the clutch on that sarcasm," stormed Fussberg. "Can't you see that I am trying to help you?"

"Excuse me, Fuss, old man. I'm sorry. But the truth is that I have sizzled my brains and driven my feet on this proposition until what little decency I ever had has evaporated like a cloud of smoke in a gale. You know that I am out on the street as soon as the milk man and the paper carriers are out of the way. And you know that I never show up at the office, here, until long after all the rest of you have ceased your daily struggle."

"Yes, I know that, Jack. Are you sure that you are seeing the right people now?"

"Every one of them has sent in an inquiry in response to my advertising."

"And do you talk to them just as you did of old—same selling points, same appeals—same enthusiasm?"

"Yes, only I think my selling talk is better now. I have done a lot of work on it. Honest, I don't see how any man can possibly get away."

"None of your former customers are knocking, are they?"

"As far as I know, they are all boosting."

"You have just as much faith in your proposition as ever, have you?"

"More than ever—except in my ability to sell it just now. And, to be real honest about it, I'll own up that I think I have

a lot of ability to sell it right now, if only I could find the little flaw in my work."

"Well, I wish I could diagnose your case, kid; but I'll have to give it up. I can't see any reason in the world why you shouldn't sell more than you ever did."

#### Passing the Pivotal Point of Persistence

"Doesn't it beat Vesuvius? That's just the conclusion I have reached, myself. But there must be some reason, because, like the man who was in jail when his lawyer told him that they couldn't put him in jail for what he had done, my business ist gestorben."

"What are you going to do about it? You can't wear out shoe-leather and brain tissue forever for nothing."

"You sadly strain my resolve not to be sarcastic again, Fuss. Your last remark is obvious, but not edifying. But I'll answer it, just the same. I don't know yet what I am going to do. Hope dies mighty hard with me, and there is nothing I hate worse than a quitter."

"Isn't it that very quality, mighty good in its place, that is responsible for the alleged decease of your trade?" was the way Socratic came out of his philosophical abstraction of mood.

"That closely resembles a gleam of hope. But I don't quite get your meaning," flushed Spenceway.

"What is that protuberance over your heart, Jack?"

"Why that's my bundle of leads—slips of paper with the dope on my numerous and permanent prospects."

"May I see it?"

"Certainly."

And the lad handed over a worn-looking sheaf of papers, rubber-banded together.

#### Some Hackneyed Excuses

Socratic ran through them rapidly, as if he were looking for a particular one. Then he pulled out a slip.

"Here is your record of a lead from James Pfeifer, of Lemon Grove. What are all these dates entered below?"

"Why, they show when I called on him, and why he didn't sign up each time."

"Ever count 'em?"

"Know the number all by heart—twelve times."

"Yes, that's correct. Now, right after the first date, which was over a year ago, you have this notation, 'Wife sick.' What does that mean? That he didn't need to make money because his wife was sick?"

"Why no, of course not. It means that he couldn't afford to buy because his wife was sick and he had to pay doctor bills and other expenses."

"But doesn't your proposition help a man make and save money? And isn't a time of extra expense just the time when a man ought to have a thing of that kind?"

"I guess you're right. And Pfeifer really wants to buy. You see he told me to come back in two weeks and he would take it."

"And you went back?"

"Doesn't the date show it?"

"Oh, to be sure. And here you have the notation, 'Buying a piano.' Did you really stand for that excuse?"

"Well, he was so plausible about it, and he assured me so earnestly that he would be ready for me in a month, that I took his word for it."

"And in all, you have spent six full days of time and twelve dollars in your perspiration-tinted money to go out there and listen to the specious folly of an unfortunate procrastinator?"

"Guess that's the blood-curdling truth about it."

"And do all the rest of these worth-their-weight-in-gold leads bear similar witness to the fact that you can't quit?"

"I am chilled with apprehension that they do?"

"And yet you wonder why your business died?"

"Not any more, Socratic. The riddle of old Mr. Sphinx is solved. The Gordian knot has been neatly severed. The next thing is to remedy the trouble."

#### What to Do With Procrastinators

"How would dumping these leads into the Bay look to you as a heart stimulant?"

Spenceway actually turned pale for a minute. Then he recovered his poise.

"All right, sir. But first let me give each of these fellows another chance. There are a lot of them that need my service and ought to have it. And they really want it, too. But I see now that they have been

allowed to get into a bad habit of putting me off. I'll go and see them all once more, and try my very best to pull them over the line."

"Hasn't that laudable intention been yours every time you called?"

"Why yes, I suppose it has. But I'll go after them harder now, realizing that it is for the last time."

"But they know that they can put you off, don't they?"

"I suppose they do."

"Then why not reverse conditions a little, so that they will realize that something has happened?"

"How do you mean?"

"Where is the best place to canvas a man on your proposition?"

"Why, right here in this office of course, where I have everything my own way, and can be free from interruption."

"Well, why don't you?"

"But do you suppose they would come?"

"Don't you think that they ought to be willing to pay one call for a dozen?"

"I guess so. I'll try it, anyhow."

"How?"

"Why go and see them and ask for an appointment at my office, I suppose."

"Fond of all that running around, when every new prospect you see means money in your pocket?"

"Of course not, but what shall I do?"

"What is the price of a postage stamp?"

"Sainted Saracens! Make an appointment by mail for 'important business!' I believe that'll bring 'em."

#### Forcing a Decision

"Then, what are you going to do with them when you get them here?"

"Why give them the very best closers I have in my arsenal."

"They've heard all these before, haven't they?"

"Yes, I suppose they have, most of them."

"They all really want the service, don't they?"

"Yes."

"And they can all afford to pay for it, can't they, since it will increase their incomes?"

"Yes."

"Then what do you suppose would hap-

pen if you were to leave out all selling talk, tell them that your business is going to demand a good deal more of your time in the future—that you cannot afford to keep calling on them any longer—and their answer is yes or no, right here and now?"

"By Dutch! I believe they would come across. It's worth trying, anyhow. It can't make things any worse."

And, honest fact, it was eye-healing to see the way that boy raked in the money for the next few days from those old leads.

## What You Are—Not Where You Are

By C. FIRST JOHNSON

You take food into your body to nourish the muscles; but food alone will not develop your muscles. They require use. So you may read beautiful thoughts, sent out by the most profound thinkers of our age; you may consult text books of every character and kind, but until you learn to use the thoughts that come to you, your mind may be nourished, but the muscles of the mind, negative and weak.

Man begins to be wise when he finds out how little he knows. It is very often true that, while the business man is keenly interested in the results of his business, that while the teacher, the artist, the salesman and professional men are much concerned about results of their particular effort, they regard with too little attention factors, which, if properly understood and recognized, would render easy of solution many of the problems with which they are daily confronted and make of every user a scientific, producing factor in business-building.

It is not where you are, but what you are that counts in the sum total—success.

Success is a progressive evolution of the faculties of the successful man. It is the knowledge of yourself and your powers—the logical application of mental culture to business-building—the unsealing and reading there of the great book of human nature—the constructive use of every faculty to make a man.

Each gain in money or position that you make enables you to bring into use a new faculty or to make fuller use of the old one. If you are in a place not congenial, and your conditions do not afford the opportunities for the achievement you desire, if you gain no satisfactory results from efforts put forth there, be sure that when you

begin to realize the truth that you are measured by what you are and not by where you are you will in proportion advance and move on to more congenial positions and greater success. In fact, this is the only door to advancement.

Therefore, if you would serve well and profit much, you must use your positive force of body and mind; you must overcome and destroy more and more your negative qualities; you must become a speaker of words and a doer of deeds; you must enter into these conditions that will cause you to become all that it is possible for you to become where you are.

Motto:—Becoming all I can where I am, I find success.

### Answer

(See Page 599)

By LEWIS L. EVANS

When you work the whole year with all your might

And mail an order or two each night,  
And occasionally close a good sized deal  
The prices on which make the buyers squeal,  
When you beat your expenses down with a club  
And travel about like a common dub,  
And the size of your salary check brings no joy  
Being just about right for the office boy,

Then you're a mutt,  
By gad, you're a mutt.

After all it is not so much what we know, but rather to know how to find out what we want to know and to know that we can never know too much, that makes the really big man.—*Orville Allen.*

Habit is habit, and not to be flung out of the window by any man, but coaxed down stairs a step at a time.—*Mark Twain.*

# Look Around You

By LEONARD W. SMITH

**A** YOUNG man standing on the dock at Chicago saw the laborers wheeling iron ore out of a boat. He didn't know anything about the shipping business nor the ore business, but it did seem to him that human labor on such work must be quite expensive and wasteful.

So he asked a friend standing by what the labor cost per ton would be. The friend said about forty-five or fifty cents.

The young man said it was too much. There would be quite a demand for any sort of device that could do it cheaper. He set his brains working and before long had the idea. Then he went to his father, it is said, borrowed a thousand dollars and built a hoisting machine on the Erie docks at Cleveland.

Today Brown hoisting and conveying machinery is in use for handling ore and coal, all over the world. It has been estimated that this class of machines is saving fifty million dollars a year to the world.

That man knew an opportunity when he saw it.

Most people are willing to admit that there are plenty of opportunities around if one can only recognize them. This seems to lay the stress on recognition, but it assumes that ninety-nine out of every hundred of us are walking around in our sleep while the hundredth man is wide-awake.

## Where To Look

But maybe there is another view. Is the seeming lack of general recognition of opportunity not due rather to our wrong choice of territory in which to prospect? It sometimes looks that way.

Undoubtedly hundreds of storekeepers were on the lookout for what they deemed an opportunity, yet only one of them thought of the cash register. Probably nine-tenths of the storekeepers looking for the elusive opportunity had had trouble with careless or crooked clerks. Probably nine-tenths of them wished there were some way to prevent store losses. But probably all but the one man who did rub elbows with opportunity and invent the cash register would have hailed as the grandest thing in

the opportunity line a chance to sell out his store to an unsuspecting purchaser at twice its value.

Ever since there have been bookkeepers and additions to make, errors in trial balances have made them all sigh for some way of adding without making a mistake. Ninety-nine per cent of all these bookkeepers since the year one have been looking for an opportunity. But only Burroughs, a tired, overworked bookkeeper, realized that right at his side, if he could only find the way, was the opportunity of a lifetime.

Hundreds of men have had necks that regular collars would either fit too snugly or too loosely. Undoubtedly scores of such men have been connected with the manufacture of linen collars. But only one man had eyes to see that even if there was not a million in it a quarter-size collar offered an opportunity to make some more money than he would otherwise.

## Diamonds In Your Door-Yard

Consider a few more instances. Two partners have a little tin-shop. They make cornices and chimney tops. So does every other tin-shop like theirs. What can they do that is different? What offers less competition or greater profit? Why, laundry-driers for households.

There are hundreds of concerns making soap—all making it about the same. Not much money in the soap business. What shall we do? asks one partner of another. There is no opportunity to make more than a living in this business. They think a while and finally decide to give presents with ten dollars' worth of soap. But who is going to invest ten dollars in soap at one time? Why, ten dollars' worth of soap would last a bath-house a year. Why not get kids to peddle it to the neighbors? The neighbors will buy more soap than they need if the neighbor's boy or girl is working for a watch.

If you don't think that this was a case of making opportunity, go through the Larkin buildings at Buffalo and change your mind.

There have always been too many newspapers, apparently. You know Ben Franklin's prospective mother-in-law objected to her daughter's marrying Ben because he was in a business already overcrowded.

"Aint there three newspapers in the country already?" she inquired to know, as the Japanese schoolboy would put it.

Coming ahead a century or more, one Scripps of Detroit found that there were too many newspapers and yet he wanted to discover an opportunity to wedge in at least one more. He thought a while and then he had it. There were too many high-brow sheets, but how about sheets for folks of indistinguishable foreheads?

"Very little doing," was Scripps's deci-

sion after a survey. So he dished them up a newspaper with paragraphs so short that a child learning to read words of one syllable would not get tired of before he finished. The Scripps family made millions out of the idea.

Here is the moral: In every business there are a lot of chances that are being overlooked. Opportunity is generally pretty close to where you are sitting. Instead of gazing out the window and way up the street, take a look around the office or out in the shop.

A good conscience expects to be treated with perfect confidence.—*Victor Hugo.*

## Better Buying—A Way to Induce

By GEORGE J. SMITH

**W**E HEAR so much about the mail order houses these days that I sometimes think they get the best kind of advertising out of it.

If the merchants would not howl so much about the "evil competition" as they call it, and would hustle a little more for business they would not lose so much trade to the mail order houses.

The way to do is to advertise, go after business and go after it strong, talk quality and talk it hard, and if it ever becomes necessary to take back an article because it is not satisfactory, do so without a grunt, for it is up to you to please your trade, even though it costs you a dollar or two now and then to please a cranky or notional customer.

When you sell a cheap article show the people the difference between it and the better kind, and very often you can land the sale for a better piece of goods.

If you sell a standard line, get two or three cheap similar articles and cut the price to the bone on them, make the price on one of them lower than any mail order house ever quoted before, even though you lose a little money on it, the other two can be marked at a little profit, advertise them at the low price. This brings the cheap, or mail order trade to your store,

the people who can see nothing but the low price, and when they come show up the cheap goods thoroughly, be honest with them on this class of stuff, and show them where the standard article is different and better, etc.

If you are on to your job, ten to one you will sell your customer a good article, and also convince him that you sell as cheap or cheaper than the mail order house.

The public does not want plunder. As a general rule it wants good value and is willing to pay a fair price for it, but the mail order houses have been educating the public to believe that the merchant has been robbing him, and it is up to you, Mr. Merchant, to show the other side, show the people that you can sell at a low price, but when you get them in the store, talk the better kind of goods every time.

Never advertise that you will meet the price of any mail order house. If you must mention these firms, say that you sell for less money. If you offer to meet their prices you only acknowledge by that that their prices are lower than yours and that you are only coming to them, for if you can convince a customer that you are the cheapest when you compare a certain piece of goods, ten to one you will have no trouble in selling him something on your floor at a good fair profit.



**I**N SALESMANSHIP, in persuasion, in seeking to change the mind of an opponent or prospect the aim is to fill his mind with the ideas you desire it to hold.

The mind is wonderfully delicate and responsive.

*Selling  
the  
Sluggers*

Even the so-called strong minded person can be made to change his ideas instantly by one who understands human nature and who knows how to apply a knowledge of the laws of mind.

Salesmen are being told constantly to assume that the customer thinks exactly as they do, that the customer is wholly in accord with them, that there is no opposition. A good way to overcome opposition is to ignore it. A better way is to employ the force of that opposition. I know of no better story illustrating how this has been done than that told by Hughie Fullerton:

"Umpires learn to understand the nature of mobs. They know that to show the slightest fear or weakness is as dangerous when an angry, unreasonable crowd is pursuing them as it would be for an animal trainer to show fear of his pets. Baseball 'mobs' seldom have leaders and besides they cool down quickly. In the excitement of the moment the crowd swarms upon the field. If the umpire is seventy yards from the stands half the 'mob' stops in twenty-five yards, half the remainder before fifty yards, and out in front are a few wild fanatics who do not realize fully what they are doing. If the umpire flees, the entire crowd pursues, growing more dangerous every moment. If he stands his ground the leaders approach the umpire, stop, threaten him, begin to look foolish and ashamed and pass on. If one actually strikes an umpire the others will turn to his defense.

"There was an example of this long ago on the Cincinnati grounds. Gaffney ('King' Gaffney they called him) was umpiring. A runner—Corcoran, I believe—slid to the plate. He beat the ball, but, in throwing himself inside the plate to avoid being touched, he reached for the rubber with his foot. Gaffney saw the foot hit the ground, rise, pass over the plate and strike again and called the runner out when the catcher touched him. The crowd waited until the last man was out and the Reds were beaten, then swooped roaring upon the field from every stand and bleacher and raced toward Gaffney. He stood quite still, watching the wave of angry humanity roll toward him from three sides. The wave rolled up quite close, stopped and the backward ebb set in. A few leaders, spray or spin drift of the wave, were thrown up close to the umpire. One big, red-faced man, raging mad and ready for anything, stopped within a few feet of the umpire howling threats. Gaffney reached out and shook hands. The astonished fellow stared at him.

"'Thank you for coming out to congratulate me,' said Gaffney. 'I knew I had friends in this crowd.'

"The big man's jaw dropped. The other leaders began to edge away.

"'I'm glad some of you fellows can see clearly,' remarked Gaffney casually. 'That fellow was out and a lot of these fans think he was safe. What do you think of that?'

"'He was out by ten feet,' yelled the fan, 'I was afraid they'd try to hurt you, Gaff, and I ran out to help.'

"He insisted upon escorting the umpire to the clubhouse and probably honestly believed he had been his friend and rescuer."



**A** MAN who has nerve enough to ask the following impertinent questions has nerve enough to commit all crimes. They are most impertinent. Just to show your contempt for the questioner refuse to answer any of them out loud but wait until you get into the privacy of your office or room and do the answering there. Here they are:

**Impertinent Questions**

Was Sarah Bernhardt able to draw \$1,000,000 worth of business and earn \$250,000 of it for herself because she is lucky?

Is Maude Adams America's greatest woman star because she is lucky?

Can Hoffman play the piano as he does because he is lucky?

Did Field succeed in laying the Atlantic cable because he was lucky?

Did Marshall Field build up his great Chicago store on luck and chance?

Is the success of Thomas A. Edison due to luck?

Or isn't it possible that brains and energy and plain unadulterated work had something to do with it?

*Let us beware of losing our enthusiasm. Let us ever glory in something and strive to retain our admiration for all that would ennoble, and our interest in all that would enrich and beautify our life.—Phillips Brooks.*

**H**ARRY W. FORD and some friends were together one evening talking advertising. Ford is advertising manager of the Chalmers Motor Company. Someone asked, "Why should one buy a Chalmers in preference to any other car?" That started a discussion that resulted in the setting down of six reasons.

**Ten Reasons Why**

Hugh Chalmers came into the meeting about this time and he was shown the six reasons. "Why stop at six?" he asked. "If there are six, there must be ten."

At two o'clock the next morning they had the list of ten reasons—ten reasons that the company was ready and willing to defend against all opposition. What those reasons are makes no difference to us. The principle back of those reasons is the valuable thing.

Mr. Salesmanager: What are the ten reasons your salesmen can advance in favor

of the product you are marketing and you and the house will defend against all opposition?

Mr. Job Hunter: What are the ten reasons why the man you have solicited for a job should hire you in preference to any other man?

Mr. Wanter of Higher Salary: What are the ten reasons why you should be given the raise for which you ask instead of being kept down to your present wage?

Mr. Advertising Agency: What are the ten reasons why Mr. Manufacturer should give you his account instead of giving it to some other agency?

Mr. Space Seller: What are the ten reasons why space should be bought in your publication—reasons not applicable to all other publications?

Mr. Printer: What are the ten reasons why these firms should give you their printing work instead of giving it to another?

Let us admit that all of us are salesmen and that we are all selling something; whether it be a tangible commodity or service makes no difference.

Is it not true that our efficiency, our power, our strength, our ability to make sales will be greatly increased when we have fighting for us ten reasons that no opposition can bear down?

Is it not true that the man who can analyze his proposition, find in it its salient selling points, arrange these points in logical order, and shoots them into the mind of his prospect with voice tones expressive of earnestness, sincerity and truth—isn't such a man liable to be almighty close to being a 100-point salesman?

Persuasion is the power that changes men's minds.

The world will give us anything we desire if we can give the world ten axiomatic reasons why the gift should be made—ten reasons strong enough, unassailable enough, powerful enough to silence even the inner voice of opposition.

When you fail to sell a man don't blame him. He will buy when your reasons are convincing enough. Your failure to sell is your failure to sell.

Sell with one reason if you can. Employ two if you must. Call in three if necessary. Use as little ammunition as you can to win the battle. But be sure you

have a reserve. Ten reasons gives even the average salesman about all the ammunition he needs for any ordinary engagement.

What are the ten reasons why you should do what you are doing right now?

What are the ten reasons why you should continue in your present business?

What are the ten reasons in favor of that contemplated change?

Get the ten reasons. You'll get what you go after.

*We have certain work to do for our bread and that is to be done strenuously; other work to do for our delight and that is to be done heartily; neither is to be done by halves or shifts, but with a will; and what is not worth this effort is not to be done at all.—John Ruskin.*

**A** BLIND man stands on the side of the busy street with his tin cup extended for alms. In the course of hours the cup contains many coins. The man is defenseless, unable to protect himself, easy prey for one with light fingers.

**Robbing the Blind** Yet have you ever heard of such a blind man being robbed?

With his legs cut off, forced to use a wheel chair, compelled to remain without the protection strong limbs give one, a man conducts a little fruit and candy stand in a crowded place. It would be easy to help oneself to fruit or candy and get away without making payment. Yet do you ever hear of such an unprotected man being robbed.

Go into one of those cheaper vaudeville theaters where they have "amateur night." One must be courageous and must have confidence in one's offering to face that crowd with "Get the hook" ready to break forth at the slightest excuse. Yet never is "get the hook" shouted at a performer who is blind, lame, deformed, no matter how lacking in merit the offering is.

The standards of the strong are ever raised in the presence of that which calls for pity. All men and women love strength. Lack of strength as expressed in blindness, loss of legs or arms, twisted bodies and other deformities appeal to the sympathies of even the roughest mob. The bully would not harm a man deformed, a professional thief would protect the blind from theft.

But what protection has mental weakness?

Oftentimes one hears a man who bears the reputation of being honest and square, boasting of having beaten another man in a business deal. "He couldn't see what a bargain he was giving me," or "He hadn't heard of the decision to build a car line past his property and therefore sold it to me for a song."

Too idealistic, say you? All right. Your standards are your own.

*Gloom restricts the view, worry and anger dull the vision, while cheerfulness expends the forces of life, and love gives glimpses of heaven!—John H. Griffes.*

**O** THER things being equal the man who has a position with a big firm or corporation would better hold what he has and reach up for something better than to change.

**Why Build a Mountain?** A pigmy on the shoulders of a giant can see farther than the giant.

One finger at the end of a lever can lift more than two hands grasping the object itself.

A big institution is a lever to be used by the man who knows how.

It is better to pry your success loose from the world with the steel bar of a big institution than the thin lath of your individual efforts.

Climb to the top of the hill that faces you right now. When you have done that it is time to ask for an excursion ticket to carry you to the mountain. Wise men who wish to get to the heights speedily do not stop to build their own mountains. Moral—What is the moral anyway?

*We are not sent into this world to do anything into which we cannot put our hearts.*

**T**HERE are men existing today who claim that there cannot be any such thing as a science of salesmanship, a science of advertising, a science of management. Undoubtedly these men are direct descendants from those wise ones in Cologne, Germany, who bitterly opposed street lighting. They advanced the seven logical (?) reasons which follow:

"(1) On theological grounds, as presuming upon the will of God who had or-

dained that darkness should prevail whenever the moon was not visible at night.

"(2) For legal reasons, as the taxes to be paid for the street lighting would fall on some who had no use for outdoor lights.

"(3) For sanitary reasons, as the gas vapors were harmful to delicate persons, and the street lighting, by leading people to stay out after dusk, would inflict coughs and colds upon them.

"(4) On moral grounds, as the artificial light would destroy the fear of darkness, which deterred many an evil doer.

"(5) As hampering the police, since the bright lights would make horses shy and thieves bolder.

"(6) For national economy,\* as the resulting consumption of oil or coal would reduce the country's resources.

"(7) On patriotic grounds, since a regular lighting of the streets would detract from the thrill of the festal illuminations on national holidays."

We smile at those foolish folks today just as the men of the greater tomorrow will smile at those who oppose science in salesmanship, advertising and management.

*Those who travel heedlessly from place to place, observing only their distance from each other, and attending only to their accommodation at The Inn at night, set out Fools, and will certainly return so.—Chesterfield.*

**O**FTEN a salesman is confronted with this objection: "I do not care to buy of you because the product offered by Jones & Company is cheaper."

The natural impulse of the salesman is to prove that his product, either immediately or ultimately, is cheaper. Many a salesman with a superior product follows that tack.

*Following  
Least  
Resistance*

I know of nothing that shows how this objection should be handled by a salesman with a superior product than this argument advanced by a salesman for an electrical house. What he says here in favor of electricity and against gas can be applied to any superior product that commands a higher price when its sale is opposed by an inferior product whose chief merit is cheapness.

Says this salesman:

"At the present time there is really no good reason why any man who pretends to

operate a first-class store should use anything but electric light to provide artificial illumination. In safety, convenience, simplicity, utility, cleanliness and appearance electricity is in every respect superior to gas. However, the above points are all known and granted, therefore I do not believe it would pay to endeavor to push the sale of electricity entirely on this basis.

"The main argument that must be coped with is that of *cost*, and it is only in this respect that gas is comparable to electricity. Therefore instead of attempting to prove to the customer that electricity is as cheap, if not cheaper than gas, I should admit that it isn't, and make a talking point of this fact.

"Explain to the prospective customer that the main argument of the gas solicitor is a claim for cheapness, whereas very little can be said for quality.

"Mention that practically ninety-nine per cent of the cheap stores are using gas exclusively, then refer to some of the best class of stores, and cite the fact that every one of them are using electricity exclusively.

"After this has been made perfectly clear to the customer, and the desire created for electric illumination, then is the time to talk cost, and in most cases it will be found that there is very little, if any, difference in favor of gas.

"The point is this. Not only admit to the prospect that gas is cheaper than electricity, but also emphasize the fact, and make him see that in deciding this question he must take into consideration the matter of *quality*."

*It requires more brains and greater courage to practice the Golden Rule than to win battles or measure the stars or gain wealth.  
—Luke North.*

**W**E HAVE never spoken about McCormick. Of course you do not know Mack personally. But that doesn't matter. He resigned a \$12,000 job a year or two ago to go into business for himself.

*Planning  
a Sales  
Campaign*

Previous to that he was a salesman and later a sales manager. He was one of those fellows who knew that his business wasn't to merely carry a message to Garcia, but that he was expected to deliver the message, get a receipt for it, and collect charges.

He was district sales manager for a typewriter concern. A little town in Pennsylvania wasn't yielding enough orders. Letters to the local salesman produced no satisfactory results.

"I'll have to run out there and look into that town myself," said Mack. "I'll take some machines along and stay there until I sell the last of them. How many shall I take?"

He decided that five would do. But five seemed a mighty small number. He raised it to ten. To sell ten machines in a week calls for salesmanship, as Mack well knew. But he didn't stop at ten. He talked himself into believing that he could sell twenty machines just as well as ten, and then, just to keep himself from weakening, he rushed the order to the factory in advance.

He was met at the station in the Pennsylvania town by the local salesman with this frantic question, "What are you trying to do, establish a wholesale business here?"

"Why?" asked Mack in that calm, unruffled way of his.

"Why?" shouted the salesman—"Why?—come to the office and see."

When Mack entered the local office he nearly dropped. Instead of twenty machines, forty had been shipped. Mack determined instantly to ship back twenty. But that was a flash judgment. His final decision was to sell the forty and to stay until the trick was turned.

A week later, when a sudden wire came from his family demanding his instant return, thirty-nine had been sold.

Is it any wonder that Mack was called in and paid \$12,000 a year?

Mack didn't lean up against a desk and exclaim, "Gee, I wish I could sell forty machines in a week." He sat down and figured out a plan of campaign, just as the late Mr. Napoleon of Corsica would do, and sold machine after machine with the precision and quietness of an automatic machine in a watch factory.

It is this same grim determination, this backbone, this never-give-up spirit that has carried him to the presidency of a concern that serves some of the biggest business in-

stitutions in the country and is paid oodles of money annually for service.

Talk to Mack about luck and chance and he will take you to an automatic machine and say, "There is just as much luck and chance in the world as there is in that machine. See that bar of iron going in at one end? See those completed machine parts coming out at the other end? Well, I know that when I put that iron bar in at one end it will come out in those completed machine parts at the other, and the reason I know this is because I know that this automatic machine is constructed to perform that particular job.

"But this automatic machine first existed in the mind of the inventor, then it was worked into drawings, from the drawings it evolved into this machine to do this particular work. So with a sales plan. So with an advertising plan. So with building a business. So with anything else.

"As this machine works according to certain laws in mechanics, so do all plans work in accordance with natural laws. There are causes and there are effects. There is no luck and no chance."

And Mack, mind you, is a practical, successful, dream-materializing, practical New York business man.

A noble manhood, nobly consecrated to man, never dies.—*William McKinley.*

What folly to tear one's hair in sorrow, just as if grief could be assuaged by baldness.—*Cicero.*

Pennies make the dollars, minutes make the hours, and when we know the real value—the true value—of both, we have a solid foundation to permanent happiness.—*Orville Allen.*

Love some one—in God's name love some one—for this is the bread of the inner life, without which a part of you will starve and die; and though you feel you must be stern, even hard, in your life of affairs, make for yourself at least a little corner, somewhere in the great world, where you may unbosom and be kind.—*From Max Ehrmann's Poems.*

# On the Way to Broad Life Areas

By SHELDON LEAVITT, M. D.

Religion is not a business by and for itself, which a man may practice apart from his other occupations, perhaps on certain fixed days and hours; but it is the inmost spirit that penetrates, inspires and pervades all thought and action, which in other respects pursue their appointed course, without change or interruption.—*Fichte*.

• • •

Religion is a man's thought about the universe, and about the causing power behind it, and especially his feeling, as of fear, awe, reverence, admiration, or peace and satisfaction, toward the universe and the mysterious life that shines through it.—*Chas. F. Dole*.

## Religious Opinions

RELIGION," observes Campbell, "is the response of human nature to the whole of things considered as an order." \* \* \* "It is man's response to the call of the Universe; it is the soul turning towards its source and goal."

A young man cannot live long, and think, without hearing this "call of the Universe," demanding of him some sort of response. As he turns his unaided vision upon natural phenomena, his own wonderful being and of the objects about him, he irresistibly begins to form some conception of his place in the Universe. Then, borrowing lenses, he sweeps his vision across the heavens and finds them filled with innumerable suns and their systems, and, picking up the dust of the earth, he finds it peopled with beings of whose infinitesimal proportions he can scarcely conceive. And then, full of wonder, he asks himself the burning questions: Who am I? Whence am I? Whither do I tend? He would be a stupid man indeed who should not ask himself in all seriousness, these important, but unanswerable questions.

## The General Value of Religion

As abstract conceptions, religious ideas do not bear the value commonly given to them. It is only as they touch and affect emotion by intensifying it to the point of affording one adequate motive power to strong action and thereby creating a modifying influence on life that they acquire true value. "The only thing real and valuable in religion," says that independent

thinker and well-known naturalist, John Burroughs, "the only thing saving in it, is the emotion of godliness, of tenderness, gentleness, purity, mercy, truth. Without these religion is but a name."

That men's views of life greatly differ, since life is seen by them from vastly varying standpoints, is something to be expected; and what may exist with equal reason is a religious spirit that accommodates itself with equal beneficence to those of varying beliefs.

Reaction always varies according to the reagent.

Religion is its own reward as such, as are art and science. Were this not true, were it not salvation here and now, and if it were not manifest in the life and character, it would surely be a delusion and a snare.

It is a beautiful religious spirit that we find in the ancient world, though it differs in many particulars from that now prevalent.

"The national gods were invoked and deferred to on all occasions. Every festival was in honor of some divinity; the public games were presided over by some god. On going to war, or in concluding peace, solemn sacrifices were offered, and the favor of the gods was solicited. Men then lived on the most familiar terms with the supernatural."

## The Particular Value of Religion

Carlyle very justly observes that, "In every sense a man's religion is the chief fact with regard to him."

Tell me what are a man's ideas of God, of himself, of his relation to God and humanity, and of his destiny, and I can tell you with great certainty what is his character.

It is the general, but more especially the particular, effect of religion on a man's life that makes it valuable.

I do not here allude to the church-creed and the articles of faith to which he subscribes, since these often belie his real beliefs.

We see men of all professed creeds attain to all degrees of worth and worthlessness.

It is what a man really believes that determines his character. He who feels a profound conviction that

"One all extending, all preserving soul,  
Connects each being, greatest with the least."

will prove himself vastly different in his particular dealings with others from him who believes that there is no God and that natural death ends all.

#### A Power Above Us, Within Us and Of Us

I cannot understand how one can long look with contemplative mind on the phenomena within and about him without becoming convinced that there is an Intelligence above him embodying an immeasurable degree of power, and an Intelligence, at the same time, well-disposed in purpose toward everything.

"An uncaused cause  
Who sees, with equal eye, as God of all,  
A hero perish or a sparrow fall,  
Atoms and systems into ruin hurled,  
And now a bubble burst, and now a world."

The view of God which appeals most strongly to me, because of its ennobling effects as well as for its rationality, is that which draws no line between the human and the divine; and this is the view which I would recommend to the young man.

"My God is my deeper self, and yours too," says Campbell. "He is the Self of the Universe and knows all about it."  
\* \* \* "The body is the thought-form through which the individuality finds expression on our present limited plane; the soul is a man's consciousness of himself as apart from all the rest of existence and even from God,—it is the body seeing itself as the bay and not as the ocean; the spirit is the true being thus limited and expressed,—it is the deathless divine within us."

#### Believe Something

It is of the utmost importance that a man have a belief—that he form opinions. He cannot know, but he can and should have convictions.

A pure agnostic is without power for good.

At the very heart of our dearest hypothesis, it is true, there is the doubt which makes it a hypothesis.

We find truth in fragments and construct therefrom what constitutes to our conceptions concrete ideal truths, knowing all the time that they are partial and imperfect. But we do right to supply the missing parts as best we can, aiming always to make a figure of beauty and utility.

The confessed doubter does nothing but toy with the fragments, advertise his lack of constructive ability and discourage earnest seekers after truth, and I advise the young man not to be classed with him.

But we must avoid attempts to force ourselves to believe. When we long for something that we do not possess, there commonly arises an impression of its unattainability as a stubborn obstacle to its possession. This psychological condition is oftenest met in our longings for subjective experiences. If we attempt to force them to appear, they disappear.

Love, sleep, and faith belong to this category, as those best know who have had experience of their elusiveness. The more force the conscious will applies in the direction of development of these the more pronounced may be the defeat; but these very longed-for things will appear quite by themselves as soon as one arrives at a calm belief that does not involve concentrated effort.

Strong desire often involves an element of fear. It is this which gives it frantic expression and determines its overthrow.

I have heard men say, "I would give anything to believe; but I cannot." Let such wait patiently, intending their desires calmly, and with what faith is at command, and sooner or later the long-awaited-for conviction will become theirs. It is much like the wind which "bloweth where it listeth. We hear the sound thereof but cannot therefrom tell when it cometh or whither it goeth."

Let the young man have religious convictions, but have them always in a plastic state so that they can be moulded by life's continually-unfolding truths.

Man's conceptions of God and of his own relations to him and to humanity should follow the common laws of growth and development.

Having a positive opinion of the utility of this I cannot refrain from urging upon every young man a careful survey and a profound consideration of essential religious principles. Life will assume a more satisfying form to those who do, and yield far better results.

In becoming in this sense "religious" a

man assumes no obligations to make public profession of his opinions and need not feel that his liberty to live a natural, broad, self-directed life is in any hard and constrained sense restricted. In truth, I believe that his title to a life of happiness and usefulness is in a rational sense thereby guaranteed.

The most manifest sign of wisdom is continued cheerfulness.—*Montaigne*.

## Advertising Costs Money—Oh, Horrors!

By JEROME P. FLEISHMAN

HERE is a little article from "The Fourth Estate," a newspaper trade journal, published weekly up in New York city. It is printed under the caption, "Suicidal Advertising":

A publishing house is spending good money to scatter through the mails a circular, adorned with the emblem of the "Black Hand," which reads, in part, as follows:

### *Endangered Sir:*

*This is to warn you that unless you read, within twenty-four hours, the two great detective tales, \_\_\_\_\_ and \_\_\_\_\_, you will be blown to atoms by a nitroglycerine capsule inserted between your heel and the sidewalk the first time you are in a convenient posture. Rubber heels will not save you. One step and you are a scattered man!*

More of the same hot stuff follows. If the screed fails to sell the two "great detective tales," the publishers will doubtless regard it as an established fact that advertising does not pay.

It's a mystery why some business men still go in for that sort of publicity when newspaper space is available for sensible and effective appeal; but we must remember that even in the Twentieth Century an occasional unfortunate undertakes to revive the fire with kerosene poured from the can or blows out the gas on retiring.

There is no cure for ingrained folly this side of Kingdom Come.

This reminds me of the Baltimore merchant who, when asked why he didn't advertise in the newspapers, said: "What's the use? Don't hundreds of people pass my show-windows every day and don't they see the merchandise I am offering for sale?"

I know the man who made that remark, and he made it in all seriousness. There is

nothing wrong with him except that he is so far behind the Procession of Progress that he will never catch up. His store is in one of the best locations in town. He is doing enough business to keep the wolf from the door. He "has his own trade," as the saying goes, and as long as that trade holds out he will be able to pay his bills.

But what about the future? What about the encroachments his aggressive competitors are making through their live newspaper advertising? Thousands of people who pass that merchant's store do not look in his windows. Many of those thousands would read in the newspapers about his goods and his prices and his service, and he would win customers who would not otherwise know or care about his store—and the barely-enough-to-pull-through business that he is doing now would be increased to an extent that would force him to wake up to his possibilities.

I once said to this man: "Why don't you try the *classified* columns? Why don't you outline a little two-or-three-times-a-week campaign, and *stick to it*? Why don't you go in on certain days with some specially attractive bargains and thus bring to your store people who have never heard of you and who never see your windows?" And he said: "That sounds good, but it will cost money, and I'm not doing enough business to justify any additional expense for advertising."

Please, oh, please, dear reader, read again that last paragraph in the smaller type above about ingrained folly!



# The Foundation of Efficiency

By JAMES D. KENYON

**O**H! If I could only get people who knew how to do things right, and who would do things right—it would be so much easier to make money, do away with friction and make life worth while."

Thus spoke the head of one of our largest corporations recently. He seemed to voice the universal sentiment of employers, which has resulted in the demand for higher efficiency, and has caused to be studied, reduced to a science, mastered and applied with astounding results.

The real foundation of efficiency, however, lies in the development of the individual, for if you make the man right, he will seek to make his work right, and constantly to improve.

A firm may have the very best of financial connections and standing, and it may have strictly up-to-date systems and methods of expediting and economizing the work in all departments, and yet be a failure entirely, or have failed to achieve the large measure of success which should have been won. The reason for this is that, in final analysis, all achievement in business or anything else is dependent upon efficiency of the individual.

A corporation or firm is simply a blending of individuals all of whom are working to the same end—the object being to dispose of goods or service for a profit. There can be no lasting business unless the goods or services which are being disposed of are of such a nature that they really serve the people to their advantage. In reality, the thing that is being sold is primarily Service, and the thing from which the company demands its profits is the combined ability of all the individuals comprising the institution to serve acceptably.

## Education for Efficiency

Water can rise no higher than its source—nor will an institution rise any higher than the efficiency of the men who are at the head of it, and on the other hand, be they ever so able, they cannot succeed unless those who are under them are also reasonably efficient. Anything that would

tend to elevate the efficiency of an institution, or its power to serve (from the office boy to the president) would naturally, therefore, seem to be the most necessary factor in the problem of success, and while money with which to do things is necessary, and methods of doing things properly are necessary, the foundation of it all rests upon the development or education of the individuals in the various departments of business.

The reason that most people do not accomplish more, is because they do not attempt more. The reason that they do not attempt more is because of ignorance, ignorance of self, ignorance of people, ignorance of their work. Ignorance is the bedrock of failure.

The school systems so far, have failed in the proper preparation of business men and women for efficiency of a high grade. It is not due so much to the things that are taught and the method of teaching, as it is to the things they are not taught—the result being that very few individuals ever learn to understand themselves, or people, or the fundamental principles of business.

Education means to educt—draw out. True education means the drawing out or development of the all 'round man. You cannot have a truly educated individual unless he is developed as a four-square man. By that, I mean he needs to be trained to think properly, he needs to have his emotional nature properly trained, he needs to have the body trained, and he needs to have his will properly trained.

In order to train the intellect, or thinking part of the mind, such faculties as observation, memory, reason, judgment, concentration and imagination need to be specifically cultivated to a higher degree—the result of that being *Ability*.

In order to have the emotions developed, there should be specific training of such faculties as faith, ambition, enthusiasm, courage, love and loyalty—the product of which is *Reliability*.

In order to have the body trained, one should develop strength, symmetry, activity,

industry—the product of which will be *Endurance*.

In order to develop the will power, there must be specific training of the faculties of decision, initiative, perseverance, etc., and the product of training is *Action*.

There you have the four-square man—Ability, Reliability, Endurance and Action—the first letters of those four words spelling *area*, or the *area* of the man.

Let us look for just a moment at the reverse side of the picture, and we will find that errors of omission and commission make supervision necessary and decrease results.

Errors of omission and commission are all traceable to negatives that exist in all of us—for instance, heedlessness, forgetfulness, dullness, unreasonableness, doubt, fear, hate, disloyalty, indecision, procrastination, vacillation, etc. Herein lies the primary cause of lack of efficiency.

#### **Employers Must Be Educators**

Since but few individuals make any determined effort in this problem of self-education, and since efficiency is so much dependent upon it—it becomes a matter of the greatest importance to employers to institute educational methods that solve the problem. Some employers still think that this is a matter that is entirely up to the individual, and not up to them, but lack of results are daily demonstrating the falsity of this reasoning and emphasizing the necessity for executive action in this direction.

If a manufacturer discovers that the machinery in his plant is producing much less than it should, it does not usually take him long to realize the importance of correcting the difficulty, and the same principle applies regarding the efficiency of the employee.

Once the importance of the educational<sup>4</sup> idea is realized, the next question is—what can these employers do, and how can they properly educate their people? No one can educate another, but he can teach him to educate himself.

Let us look at it from a physical standpoint, first.

Every normal man possesses the same number of muscles, nerves, and the various organs of the body. By teaching him the

proper methods of exercising, breathing, etc., the individual can be trained to develop each of his muscles, can improve the entire system of the body, and gradually increase his strength and endurance.

The analogy is perfectly true in regard to the mind. Every normal man possesses the same faculties of mind—the difference is in the state of development, just as there is a difference in the state of the physical development of the man. Each faculty of the mind can be developed to a higher degree. It is simply a question of the understanding and use of the correct methods, which will enable the individual to analyze himself so that he knows where he is weak and where he is strong, which will inspire him to do greater things, and which will point out to him specifically *how he can train himself as he proceeds with his daily work*.

An individual who is working along these lines, daily improves and becomes a truly educated person. He is developing within himself the power not only to *acquire* the knowledge that will make for his greater usefulness, but *to use that knowledge* in a way that will bring effective results, and therefore, he will increase his value to his employer, to himself and to society.

#### **Analyzing the Customer and the Goods**

Once understanding the problem of self-development, the attention of the individual should next be centered on the problem of studying his fellow man, so as to know how to recognize the strength and weakness in the character of each individual with whom he comes in contact. This knowledge enables him to adapt himself to conditions, environment and people, so that he can better harmonize with them and persuade them. The man in the shop and in the office needs this in order to understand and harmonize with the employer and his associates.

The scientific knowledge of character analysis would remove an immense amount of friction between employer and employee, and between one business man and another. In salesmanship, this study is essential, for each individual must be appealed to according to his own characteristics. A mistake in sizing up a man and presenting the

goods to him is generally fatal to business.

The next step in his educational studies should be the subject of logic, as applied to business. This involves—analysis, construction and expression. When one is able thoroughly to analyze his work and understand every factor in it, is able to construct ideas properly in his own mind, and properly express them, he is then qualified to give suggestions for improvement and helpfulness that are so vital to all companies.

The application of this principle to the salesman is vital. He cannot successfully present the merits of his case unless he understands them; therefore, the need for a thorough analysis, in order to get at the selling points. He needs to know how to shape these points up, so that they are logical and convincing. He needs to know how to express them in the language and in a manner of voice, gesture, etc., that will please.

Since no man is perfect in these things, a scientific study of them assists materially in the presentation of his case.

The next step in the educational program, particularly for those who are salesmen, managers, and officials, is the study of business psychology. This will reveal the mental attitude of the prospective customers—how the mind acts upon suggestions given, what the psychological moment is, etc. Since no legitimate business transaction is made without the assent of the mind of the customer, it is most vital that he understand all the points that have to do with appealing to the mind.

The final step is a study of at least the fundamental principles of the various departments comprising our modern commercial institutions, such as advertising, costs, system, buying, etc. One who understands these principles is better able to harmonize with the general purpose of the institution as a whole, and those engaged in the various departments, and to bring to the institution that spirit of helpfulness and team-work that is so essential to its success. It broadens out the individual; it gives him a wider vision; it makes him more competent and capable, and therefore, easier for him to inspire confidence in himself, in his employers, and in the thing or things that the company sells.

The history of education reveals the fact that the most effective way to teach is through text books, plus personal instruction and demonstration. Through text books you can thoroughly impart scientific knowledge. Scientific knowledge is a crystallization of the universal intelligence on a subject, and through text books one can study and master each link in the chain of the science. He does not get it by scattered bits, as he would if he depended merely upon his ability to pick up knowledge through his own environment and experience. By extending examinations on the text books, it insures thoroughness of understanding and the retention of the knowledge. Personal instruction assists in maintaining interest and making all points absolutely clear, and affords an opportunity of demonstration.

Where the two methods cannot be combined, the textbook method, through the modern correspondence school idea, has proved the most successful, because the student has the benefit of being advised in his studies through the medium of correspondence, by the trained staff of experts employed by the correspondence school. A combination of this method and personal lectures, where the employes can meet frequently is, as stated before, the best method, and does do more towards developing genuine team-work and a spirit of growth that adds decidedly to the real assets of the company, as well as each individual.

It doesn't take a special amount of imagination to see that this means increased and improved service—increased business, increased profits, more harmony, better men, better ethics in business. Surely these are objects worthy of the heartiest co-operation of every employer.

It would seem that the surest way to build a business on a foundation that is permanent, lies first, in the realization of the importance of the educational idea by employers and employes; second, in the willingness of the employers to encourage this movement financially and morally within their own institutions and taking the leadership in such movements; third, to co-operate through personal attention and encouragement in the execution of the plans adopted. Many concerns are doing this. Such concerns are not only building

business on a firmer foundation, but are developing the spirit of team-work in the institution and a degree of service that cannot be measured by dollars and cents. Such

firms are helping to elevate the standards of business, and making it recognized as a profession, with all the honor and dignity to which it is entitled.

## How Indecision Holds Good Men Down

By ARTHUR B. FREEMAN

Nicholas-Finn Advertising Company, Chicago

**T**HE division superintendent of a large railroad system was once "called on the carpet" by the president of the road on a very grave charge.

The circumstances were these: There had been a very severe wreck and the superintendent, undecided as to just what action to take, hesitated, with the result that every train on the system was late for a period of twenty-four hours.

"Why in Heaven's name didn't you move the wreck to one side, or detour around it with a piece of spare track?" said the president.

Whether the superintendent's excuse was a good one or not has no bearing on the case. The point is this:

The president said "I would a sight rather be discharged for making a mistake than for doing nothing. I expect your resignation, to take effect at once."

And this little story explains itself.

### Better Mistakes than Inaction

Some of the most glaring failures in the business world can be traced back to a situation where a man failed to make a decision before circumstances so shaped themselves that it was too late.

Doing things on impulse and guess-work are to be deplored but a summary of the facts show that nine men out of ten lose out, more because they fail to decide, than because they acted too hastily.

Too much deliberation has proved itself too often to be worse than none. Some of the most cautious, prudent, painstaking, exacting individuals make more mistakes than the spasmodic fellow who jumps in and, in the vernacular, "takes a chance."

When Davy Crockett admonished the young man to "first be sure you're right and then go ahead" he did not mean to consume all the time finding out just how

right you were, especially when quick action was demanded. And this is a day of quick action.

If there is one accomplishment that stands out alone as the greatest quality that a business man can have, it is the ability to make quick decisions and to be right in a larger percentage of cases.

Tom Johnson hit the nail on the head when he said "an executive is a man who makes decisions and is sometimes right."

The man who coined the expression that "the road to Hades is paved with good intentions" did a good day's work. The "what I was going to do" that was never done is the bugbear of the average man's life.

How many times have we been confronted with the situation where we knew everything was right, where we were satisfied almost entirely that the action would be a wise move and our friends advised to take the step, we yet hesitated and deliberated, for no other reason than because we had not developed the habit of saying yes or no and meaning it.

### "Going To—Going To—Going To"

If you think you are on the wrong job, if you are satisfied that you are not in the right work, make a decision and get out. If men only realized the energy they waste in the whining and fault-finding, the objections and the constant stereotyped, "I'm getting tired and some day I'm going to quit," and stiffen up their back-bone long enough to make a decision, the list of failures in the business world today would be considerably decreased. If you are going to take up some course of study, if you are going to map out a certain course of reading, decide and go to it.

Every man of any consequence in business has the making of decisions as a part

of his duty. The greater the number of decisions, and the importance of each, the bigger the man and the more responsible the position.

You have decisions to make, you have points of policy to decide, you have letters to answer, you have orders to fill. Do you lay them on one side to be taken up later after you have decided just what to do, or do you take the job in hand, concentrate on it, decide and then do it?

If you do, you are on the high road to success. If you are given to indecision, then take this to heart as a warning: Ninety-nine failures out of every hundred can be traced back to the point where a

man is confronted with a situation to decide and feeling that he may decide the wrong way he did not decide at all.

As the railroad president said, "I'd a heap rather be fired for making a mistake than for doing nothing."

Mankind is always a little bit shy of realizing its opportunities. The Golden Rule has not yet become universal practice.—*Smith*.

He is the optimist who endures, sacrifices and even suffers, if necessary, for the sake of the thing he goes after—for the sake of reaching his goal.—*Orville Allen*.

## Intelligent Curiosity

By GEORGE H. EBERHARD

**F**EW men have the mental courage intelligently to direct or control their work. Without the directing supervision of the man above they would go down hill. The average man is a living generator of divine energy that is mostly wasted or misdirected.

Take the average salesman. What does he do to take advantage of his opportunities? His work drifts into a sameness that would even startle him if he would but try to sell himself something occasionally.

To illustrate. How many salesmen use intelligent curiosity in their work? How many salesmen on their arrival in a new town ascertain the correct answers to the following questions as a foundation to work on with every dealer they say "Hello" to?

How old is the town?

Why was it started?

What are the principal industries?

What are the conditions in the surrounding country that help the town?

What is supposed to keep the town from growing faster?

What is expected in the way of new local enterprises that are going to help business?

Who are the dealers that sell each line of goods the salesman carries?

What is peculiar to each one?

His habits—his home—his hobby?

What local, state or national policy, creed or 'ism does he enthuse over?

What does he oppose?

What is the dealer's local standing?

Why doesn't each dealer do more business?

Why do they enjoy the trade they now have?

Is there a new store to be opened soon?

What was the most striking sale and display each dealer had last month?

This information takes time and active work to secure. Some of it must be gathered fresh each visit. The citizens you meet, cigar men, clerks, the express man, and local officials all have opinions, but you must weigh well what you hear.

If you're a salesman you can gather data from everyone. When you get a lead, confirm it by asking others so as to be sure.

Don't waste much time with other salesmen. Outside of prices of competitors' salesmen, hotels and their personal likes and dislikes among the dealers, salesmen usually know little more about a town.

The objection to utilizing "intelligent curiosity" is that it takes time and of course considerable thought. Then one has to use the information to advantage in his interviews and that calls for study and planning.

However, it's well worth the time and effort to have the town "mentally numbered and carded" past, present and future when you start the selling talk.

# The Science of Character Analysis

By ELEANOR L. NEWCOMB

**T**HERE isn't any use of my taking your time and spending my own, unless I can say something about the science of character analysis that will be of value to us in our daily work—that will help us to increase our efficiency.

Of course, you all understand that I can not, in the limited space the editor has allowed me, give you any of the science itself. All that I can hope to do is to show you that it is a science; that you can learn it; and how you can use it.

But, before I undertake to show the scientific character of this work, let me say just a few hundred words about what it is and how it all happened.

## What the Science Is and How It Began

Character analysis is the examination of and understanding of the component parts of human nature.

In other words, character analysis is studying and understanding our fellow men.

We, as a race, began to study and to try to understand one another away back in the first dawn of intelligence and self consciousness.

We early discovered that, from the time we were born and made the acquaintance of various relatives upon whom we found ourselves dependent, our success in every activity and interest of life was largely measured by our ability to deal with other human beings.

And some people thought that the understanding of human nature was by far the largest factor in success—financial, commercial, military, political, educational, social, and domestic.

So they began trying to find the clew to the labyrinth, the key that would unlock the mystery of the Other Fellow.

But it was a complex puzzle.

No two people are exactly alike. You never find the same elements of character combined in the same way in any two people.

Furthermore, human character is made up of the qualities, faculties, and attributes of the mind and soul, and these do not

submit themselves to tape-measures, scales, test-tubes, microscopes, and thermometers. We cannot see, hear, smell, feel, or taste a mind or a soul.

How then shall we know what are their characteristics?

After groping about for centuries in a search for some light on the subject, men began to learn that the mind and soul expressed themselves through the body, and that similarities in color, form, proportion, texture, and other characteristics of the body indicated similarities in mind and soul.

The great task of the student of human nature, then, was to study and compare thousands of men and women, tracing these similarities.

Some students studied the shape of the head and evolved what they called the science of phrenology.

Others studied the features and built up what they called the science of physiognomy.

Still others studied the hand, developing palmistry.

The anthropologist studied man as an animal; the anatomist learned about his structure; the physiologist traced the functions of his organism; histologists delved into his cell structure; the biologist searched for evidences of his evolution, and the psychologist analyzed the workings of his mind.

## The Fallacy of So-Called Intuition

All these sciences and so-called sciences dealing with man are based upon what could be learned about him through the five senses. We have often heard about another way to know the characters of people—intuition.

There is no such thing as intuition as we commonly speak of it, and especially as applied to Character Analysis. We say some people are very intuitive, seeing through the motives, peering through the little subterfuges that people put up to hide their real selves. These intuitive ones are simply people who have learned to observe and apply correctly what they have ob-

served. In other words, intuition is simply the result of all our observations.

We have unconsciously classified our observations until we can say, with some degree of accuracy, "This is a good man—a bad one—or merely a weak one, etc."

We often say, "I *feel* that such a person isn't trustworthy."

You can *feel* that another is sincere, etc.

And so while we are studying Character Analysis, we are accomplishing at least two things; we are training ourselves to be more observing as well as gaining valuable information that will make us more successful in any walk of life for which we are adapted.

To go back, now, to the list of sciences: Dr. Blackford took the results of all these, added her own discoveries, organized and classified them into a science, tested all the laws she enunciated, forming the science of Character Analysis.

#### The Value of Analyzing Ourselves

This science may be made of invaluable use to us in innumerable ways. I shall refer to only a few.

First, the science helps us to know ourselves, our strong and weak points, how to protect ourselves against our weaknesses, and to develop strong characteristics in their place, how to use and guide our strong qualities. Let me illustrate.

A foot ball team is supposed to work as one composite body. The quarter back of a certain team who was very successful with his team, winning from heavier teams and with the odds against him said that his success was due to the fact that he studied his men carefully, each separately and the team as a whole, found out what each could do and do well, where the weak places were, where his strongest men were, and then he played *them*. He worked the plays that gave each man a chance to do the thing for which he was best adapted.

If you are a first class educator, character analysis will reveal it to you. Then stick to that. Do not show off your weak points by trying to become a financier.

This doesn't mean that our weak qualities should not be developed into greater strength. Do all you can to develop into symmetry. This is the ideal.

#### Character Analysis a Guide to Choice of Vocation

Second, the science of character analysis will guide you aright in the choice of your work. How many failures are due to man's inability to choose his vocation in life!

How many sour-faced, dragged-out, weary looking individuals are the result of man's lack of knowledge of how to put himself into the right environment.

One of the laws of nature discovered by man many years ago, is this: The fit advance, the unfit decline. Advancement depends upon man's adaptability to environment.

Let me tell you of the case of one of our students on the Pacific Coast. He had drifted into work that was odious to him beyond endurance. He stayed there a few years, married, and was supporting a family, when because of his dislike for the work, he was asked to resign. After this he drifted from one position to another, each one seeming more distasteful than the last, and each one a little lower down on the scale. He realized that he had certain talents and abilities. Why then should *he* be a failure? He had nearly made up his mind to drop himself off the end of some convenient pier on the ocean when one day he chanced into the office of one of his friends more successful than himself, and picked up one of the lessons on character analysis to look over while he waited for his friend.

This was only the beginning.

The last we heard from him he had chosen a line of work in which he was very happy—over which he could even be enthusiastic. He was advancing rapidly, supporting his wife and babies and giving all the credit for the change in his fortunes to the science of character analysis as set forth in Lessons VIII and IX of the Science of Business Building.

#### Character Analysis an Aid to Harmonious Relations

Third, essential for our success is to please our employer. To do this we must know what he wishes us to do, how he wants it done, how to conduct our part of this business to his satisfaction. Of this I shall speak later.



Fourth, character analysis may be of great help to us in choosing our associates. We may learn how to select those who are congenial to us and those who may be helpful and inspiring. I do not mean this in a purely selfish way, but people whom we can help or who can help us are those to whom we may look for inspiration.

Whatever you do of service to others reacts upon you and you have helped yourself. This works in the other way with equal force.

The unkind, uncharitable thoughts that we think, the mean, spiteful things we do, react upon us and are a greater detriment to us than they can possibly be to the object of our spite. And so in choosing those who may help us, from whom we may receive inspiration, character analysis is invaluable. By the use of this science, we can determine accurately just what personalities will be harmonious to one another.

Fifth, to work and live harmoniously with others is absolutely essential to our own happiness, to our commercial success, and to our success as social beings.

The results of inharmony need scarcely to be mentioned. We see the devastation of it in every walk of life.

As I have said before the fit advance, the unfit decline. In order to develop physically, in order even to hold our own, we must live in accordance with nature's constructive principles. If we wish to progress as the race progresses, we must be in harmony with our relatives and associates, and if we wish to rise to the pinnacle of success in our business we must work in harmony with our employers, with our fellow workers, and with the rules and regulations therein prescribed. For this character analysis is essential.

#### Character Analysis for the Executive

Sixth, character analysis is essential for all who are in executive places, that they may know how to help those they direct to develop to the highest efficiency, to give them the work for which they are best adapted and to draw out their best qualities. It is also a safe guide in hiring help.

#### Character Analysis an Aid to Good Service

Seventh, every one in business, no matter what his position, comes into contact in

some way with the patrons of the institution by which he is employed. He either meets them as a salesman, writes them letters, handles their orders, keeps accounts with them, ships goods to them, answers their complaints, or in some other way renders his part of the firm's service to them.

Service should be such as to gain the confidence of patrons and give them satisfaction.

Now, as a matter of course, you may never see many of your firm's patrons face to face. But they show their characters in their handwriting, in the stationery they use, in their manner of expressing themselves, and in the things they write.

A knowledge of the science of character analysis will enable you to interpret all these signs and to know how to handle each patron.

### "Tomorrow"

By MRS. G. H. VAN HEE

Is today full of sorrow and care, my friend?  
Does today seem endless and sad?  
Then cheer up dear heart, and take courage,  
Tomorrow may be bright and glad.

There is always tomorrow coming, my friend,  
No matter what happens today.  
If friends thoughtlessly hurt and pain you,  
And you feel like stealing away.

Just smile, if you can, very bravely my friend,  
For tomorrow those friends may be kind.  
So meet each blow and discouragement  
With a smile, and say, "I don't mind."

Is your body all aches and pains, my friend?  
Are you blue, and discouraged and lone?  
Tomorrow, dear heart, the pain may all cease,  
And rest then be yours, weary one.

Oh you never know what tomorrow may bring,  
What tomorrow will place in your way.  
Tomorrow may grant you all that you wish,  
So bear bravely the ills of today.

Tomorrow! Thank God for tomorrow,  
And the hope that tomorrow brings.  
It buoys up your heart, and fills it with peace.  
"Tomorrow?" Each day our heart sings.

There is always more sunshine than clouds, my friend,  
So hope on, be true, brave and strong.  
Tomorrow may be full of sunshine and love,  
Tomorrow may right every wrong.

# The Big Money Employe

FROM THE NEW YORK TIMES

**T**HE head of a big contracting firm in New York has been looking two years now for a twenty-five-thousand-dollar-a-year man. The curious features of his search are that the man he wants shall have as little technical knowledge of the business as possible and no ability as a salesman. The requisites are that he shall dress well, appear well, be between thirty and forty, and get around a great deal among people of means.

"Such a man, when I find the right one, will bring me in hundreds of thousands of dollars worth of business a year," says this contractor. "He can do more for me than a dozen fairly competent salesmen who know this business thoroughly. He will be worth every cent I pay him and much more. In an hour I can teach him all that he will need to know.

"The use he'll be? Why, simply to talk up the firm among the big people he meets and associates with, getting them interested in it because of him and keeping them familiar with what it is doing. The more he manages to give the impression that he has a stake in the concern and is in its inside management the better.

"The smartest salesmen can't always get close to the big people. Such a man as I am looking for can often do it easily; do it in enough cases to count big. With no effort at all, just because of his acquaintance, he'll bring them into my office at the very moment they're wanting something. I'll find that man sooner or later, but it's a long search."

## Many "Big Money Employes" Needed

The contractor's case is no uncommon one. There are springing up steadily, because their usefulness is being recognized and keenly appreciated, a new order of men in large business enterprises. They are spoken of as big money employes, because where others draw hundreds they draw thousands, and seemingly for little real work.

Men who have spent years learning the intricate workings of a business and are highly competent, together with energetic,

able salesmen, rank far below these "unknowns," who sell no goods at all and have had no experience in the "line."

Those who are not behind the scenes half despise and altogether envy those of the big money, until one day unexpected business and a celebrity appear in the offices. Their awe increases when the celebrity turns to the "unknown" and calls him, familiarly, "Bill."

Even then the average employe of the business world does not give the big money man his full due. He is apt to forget that it is the person who gets the really good customer and attaches him permanently that is entitled to the chief rewards, and that such successes are not generally to be won through plodding regular avenues. One thing is certain, these men would not keep on getting phenomenally large pay unless they were worth it.

## How One Brokerage Salesman Works

A New Yorker who rarely gets down to the office of an important firm of Wall Street bankers and brokers sends in so much business that his pay averages five or six hundred dollars a week. He has a guarantee of four hundred. Uptown he is believed to direct the concern, giving orders to trained subordinates and partners who are really junior to him.

This man, in spite of his large reputation, is a simple salesman whose personality manages to draw customers. In the office, in any position at all, he would be helpless, for he knows nothing more of the "Street" than the average man away from it. Yet not another employe or a partner of the house can get so much valuable business for it.

## How Imagination Earned a Fortune

There is a well-known, stangely-shaped building in New York, on an odd strip of land. It has always been supposed that a certain very able and distinguished man designed it and originated its unique idea.

The facts are quite the contrary.

What the man did was merely to find a site and the capital to construct. The rewards and the reputation all come to him.

The youth who thought it out had his talents recognized substantially, considering all things. He was raised to a salary of \$35 a week.

Business was slack in these architectural offices. The big money employe of the concern, a fellow of charming personality and many friends, who could talk a little architecture but really knew nothing about it, who, had his life depended upon it, couldn't have drawn a design or a contract, was strolling idly through the draughting room. He happened to see a young man of the staff, then getting \$18 a week, drawing away at something that looked unusual.

Now this draughtsman, the big money man knew, had a fine, artistic and practical knowledge of building. He at once leaned over the boy.

"What's that you're sketching, Gustave?"

The youth looked up and flushed. Then he explained that, there being nothing of importance to be done at the moment, he was occupying himself with a little work for practice. He was imagining an irregular, unusual, very small plot of ground, and designing a very tall commercial building to stand on it.

The Big Money Man cocked his eye at the design. He saw possibilities in the rough sketch. With a pleasant word or two to the boy on his ingenuity, he strolled on. But an hour later there was an important, informal conference with the head of the concern, and the next month the Big Money Man was more than ever evident in the big clubs up town and down. He was quietly canvassing his rich friends, men who owned land and men who had money to invest. In due time one of the biggest jobs that office had ever landed came in. Only the Big Money Man, or one of his ilk, could have discovered it.

#### Where the Money Making Work Is Done

The other day a New York architect who is not any too successful, who has never been able to get a rich clientele, was saying hard things about a man whose name is on the door of a big and prosperous firm that does business with the good and great all over the country.

"Brown!" he said, with infinite disgust. "H-m! H-m! He couldn't design a dog-house. Oh! yes, I know he's got a style about him and a way of talking and that lots of people think he's the real thing of the firm. His practising architecture is funny! What he really is, is a salesman, and nothing more than that. He goes with a lot of fashionable people, is always at their dinners and 'afternoons,' visits at their country places, flirts with their wives and daughters, and talks literature and art to them.

"I can design good buildings, if I do say it myself, and I know how to construct them. But it's a good year with me when I make five thousand clear.

"That chap draws three times what I do and is never around the offices at all."

What the critic did not know was the important point.

Quietly and resourcefully the man who knew nothing of architecture was bringing to his firm client after client, men and women who were rich and powerful. He did not close contracts, he did not do a stroke of design, but he captured jobs that otherwise the office could never have landed. The ordinary salesman could never have landed them. Not a few, in fact, never existed until, over cigars in some cosy corner of house or club, the Big Money Employe originated them casually and set people of affairs thinking.

#### The "Big Money Man" a Hard Worker

A good many businesses now have just such men. There is not a big realty concern in any of the large cities but either has a man of this sort on its staff, or wants one. Naturally, such Big Money Men, men who can really make good and not flash out after much bluff, are as scarce as hens' teeth. For the Big Money Employe of today, for all he seems to be doing little or nothing most of the time and leading a life of pleasure instead of grinding like other men, is actually a hard and tireless worker. Day and night he is watching the main chance, to create big trade where none exists, or to steer it out of the hands of rivals as clever as himself into his own.

The success of these men depends upon their personality. They must give out to the world, without actually saying so, but by

intimation, that they know the business they are connected with thoroughly but that they find it necessary to leave the details to others, only taking up the larger problems themselves. That in reality they are ciphers, once the customer is brought in to the head of the firm, is carefully concealed. It is to every one's interest not to have it realized.

Really, the Big Money Employee should get full credit. His is the most difficult task of all.

The average salesman who will faithfully make a certain number of visits a day and regularly get a little business is easy enough to get in any line. He does not command much money, for one man will do nearly as well as another. The Big Money Man is of another kidney.

#### Business Building Through Service

The kind of salesman, the modern, really effective, result-bringing type, has another advantage, one that belongs to his personality. He gets business from people because he is close to them and can help

them in their affairs. A big money man of the right sort, one who is a "stayer" and gathers more and more business through the years, spends much of his time in voluntary services for his friends. His wide acquaintance makes him of great value in a thousand different ways. Here he discovers a wonderful young lawyer for the man of affairs, there he is able to let a capitalist in on a peculiarly attractive investment.

A real estate deal that hardly anyone knows about is thrown to another friend, to a younger son who is just entering business a profitable line of trade that otherwise would go elsewhere is brought. The big money man is always on the lookout for these things. If he is wise he gives much more than he takes, and is therefore remembered gratefully.

All this is outside the field and the limits of the ordinary salesman. Having such facilities, making use of and developing them, is what gives the big money employee his power and makes him worth almost any amount of pay.

## Show What You Can Do

By FRANK CHRISTIE

(With apologies to Kipling.)

A fool there was, a salesman bold,

(Even as you and I)

Who decided his goods could not be sold.

So he sat on a log and his feet got cold

And he wouldn't get out and "Hump" for the gold

(Even as you and I).

**D**O YOU know what happened to that salesman? His end isn't hard to foresee. He sat there and kicked his heels in the dirt, and bemoaned his fate, while the other fellows, who knew they had a good thing when they started out and hadn't lost their confidence and enthusiasm, hustled by him and made sales such as he had dreamed of, but hadn't energy to carry through.

I tell you, fellows, it takes enthusiasm to sell anything, from a patent egg separator to an aeroplane.

Take a piece of clear glass, polish it up to its limit, and look into it. You see nothing but a lifeless sheen. Then take a diamond of equal size, and look into its

depths. It's all aglitter with little sparkles, that catch every shaft of light and break them into myriads of rainbow colors. There is life in it. That's the difference between the line of selling talk that lacks enthusiasm, and the line that fairly bubbles over with life and energy, that overrules all objections, and creates desire and conviction where only faint-hearted interest or curiosity existed before.

You know your line is a fine one—the best on the market. If it wasn't, you wouldn't be handling it, would you? Then why not talk it up as it deserves? Wasn't it one of the old Greek philosophers who said, "Man, know thyself"? That's pretty good advice.

Study yourself and your possibilities. Dig out some of those latent powers that are hidden beneath the shell of a lack-energy existence, as the light of the diamond is hidden before it is awakened into life and beauty by the polishing wheel.

Show us what you can do.

# Uncle Hiram Has a Word to Say

*Dear John*—When I turned over the store at Kendall Corners a year ago, and came to the city to live I knew pretty much how 'twould be. You made up your mind that you'd show me that you could run things yourself. Weren't going to ask a bit of advice. Were going to surprise me two ways, by getting along without my advice, and by sending me a big statement of business done, some time.

When your big letter came this morning, I said to myself, before I opened it, "Bout time the catalogue houses were getting on John's nerve," and sure enough that was it. "Catalogue houses ruining trade;" "Putting the country merchant out of business;" "Big capital of catalogue houses;" "They can buy in large quantities," and so on.

Now, now, let's get down to hard pan at once; let's try to touch bottom, before we wade out far.

When you were going with pretty Sally Brown, and the other fellows tried to cut you out, and when finally that city chap blew in, who won out spite of the competition, city manners and gay togs?

You did.

Why?

Because you were the best man. That's why. You didn't sit back in a corner and sulk; you just rustled seventeen times harder than ever before. And you won, because you were the best man putting up the best fight.

If you'd hung back in the corner and sulked and kept saying, "No chance, that city feller's a better man," hanged if I don't think that people'd believed you, and that city fellow'd have won out.

So, what are you going to do in this catalogue house sparkin' bee? In the competition for trade favors are you going to sit back and sulk, or going to hustle like a man?

The best man's going to win here—never forget that.

## Fear the Paralyzer

Yes, I know what you're going to say about big organizations and the great buying power of big capital, and all that. Do you know that those excuses of yours all spring from one source? Do you know

when you quote those reasons—as extenuation for your not getting business—that it tells your old uncle what ails you as plainly as if you had written it to him in box-car letters?

Fear, that's what it is. F-E-A-R, fear; that's what ails you. And do you know what fear is? I never knew—till your brother, who's taking that higher work in neurology at the university before he graduates as a sure-enough M. D., told me. Fear is the nerve paralysis that a kind providence bestows upon an animal when it is about to meet death, so as to save it from suffering. The deer that's being torn to pieces by the lion doesn't feel any pain; fear has paralyzed the nerves so there's no feeling left.

And the biggest authority of 'em all, so your brother says, claims that man never has any grounds for fear but perhaps once in a life-time. That's when the Grim Reaper is cutting him down.

Now, if you're about to meet your business death, go ahead and paralyze yourself with fear-suggestions. For if you're afraid of annihilation by the catalogue houses—you're incapable of any action except shivering. So shut up shop, put a sign on the door, "Scared out of business" and take the key to the sheriff and tell him to put you in a safe cell where nothing can harm you.

Somehow, I can't picture you doing that. A boy whose father and grandfather and great-grandfathers on both sides have been fighters, isn't going to be scared into shivers and out of a business that represents a life time of hard work.

Another plan looks better to me: Suppose you study into the question, so you'll know what the facts are. Then get a big, big brace on yourself and see every prospective customer in Kendall county and talk business to 'em. Tell them why it's to their advantage to trade at Kendall Corners in general and at our store in particular. Write 'em letters. Get the editor to run a column or two about the advantages of home trade. Rustle! Put up a good, stiff fight and say, "I *may* die broke, but I won't die scared."—*Your Uncle Hiram.*

# Truthful Service

By ARTHUR MOREY

ANY remarks I can make on salesmanship will sound very trite, and deal with such simple truths that I can hear a chorus of "Give us something new!"—I can't; for the old and simple truths are still the golden ones and always will be.

The need is to perceive that no mesmerism of mere printer's ink, loud and dazzling manifestoes, or get-rich-quick modern methods, can change the old fundamentals of success in business one jot or one tittle.

Modern methods and modern salesmanship only *better apply* the old, old truths. I believe it is true that "Success is so simple that most of us miss it."

I knew of two restaurants in the same building. It was an old building with a bare and dingy hallway leading to a small, uncomfortable, old-style elevator, tediously operated to one of the restaurants on the third floor. On arriving there one entered a bare-floored room where there were bare oak tables.

The other restaurant was on the ground floor in a high-ceilinged store, conveniently entered direct from the street and having tables covered with white linen.

The conveniences and settings of the two restaurants were not to be compared.

The ground floor, table-clothed restaurant was the most successful?

No sir!—it failed and closed—because people would go right by its door, and *stand in line* (with those white covered convenient tables only a few feet distant) waiting for that dinky elevator that would only carry a few at a time, to get to the higher-priced, poorly situated, untable-clothed, inconvenient restaurant, that was spotlessly clean and gave them fine, deliciously cooked food for their money.

The truthful service outweighed every other consideration. Before long the restaurant upstairs could demand from the landlord a better entrance and a brand new modern elevator.

Who cares too much what kind of a frame the masterpiece painting is in, and who notices the chromo in the magnificent frame?

Expensive display advertising and attractive windows, if the goods do not *back* them up, is simply folly and will only attract more attention to the funeral to follow.

Is advertising a good thing?

You can depend upon it that it is vital. It is necessary to let the world *know* that you make that better book or better basket.

But the province of successful advertising is not to sell goods—it is only to attract attention to the goods, which must then *sell* themselves. The most advertising can do is to lead up to the first sale. If there is only one sale, advertising of staple products does not pay, but it is the other sales, influenced by the satisfaction from the first sale, that warrants the large expense in inducing the first sale.

## Business Just Truthful Service

It is good to get away from thinking of business as something overwhelmingly deep, elusive and complex, and to see that after all is said, business and particularly salesmanship, is refreshingly and simply just plain *truthful service*. You can call it many other and more mysterious names, but that is what true business *only* amounts to.

A sale, to be wise, must benefit both sides. It is not a good sale if it does not bring good both to the house and to the customer.

Truthful service to the customer is the very foundation of modern successful business.

You have to "have the goods," and you can't fool the people very long.

Every time a customer is fooled or misled, it is a step nearer the obituaries.

A salesman earnestly applying himself and having an honest purpose, honest goods and an honest understanding of them, and seeking his own good in first honestly and competently serving the interests of his customer, can make skidoo all fear and timidity in approaching a prospect, and have *unfailing* confidence and results. Such a salesman is the customer's benefactor and

equal, and the salesman can look the customer clearly and frankly in the eye as his sought friend and truthful server.

With these elements only is the joy of the work possible, and with every accom-

plished result the enthusiasm will grow. You will then find that you have discovered that secret alchemy which has transmuted what once seemed work and toil and business, into joy and play.

## Modern Parable of the Deep Thinker

By R. C. ROSE

AND it came to pass that, in the days of Morgan, the King of the Money-ites, there was a Certain Person whose Think Tank was so full of Steam that it was constantly Exploding into Jets of Wisdom. "Verily," said he in a secret conference with Himself, "I am a Deep Thinker, for, do not I Lay it Over Taft or Teddy or any other of the Main Squeeze when it comes to Doping Out the Path to Salvation for the Poor Creatures that struggle along on this Particular Cross Section of our Puny Little Ball? I have said it!" Thereupon he explained to the Boss that press of Work had made it impossible for him to attend to that Little Thing he had Threatened to Fix Up a Month Ago. And the Boss, a Man of Deep Sorrows, held his Peace, yea, even unto the Morrow, for the Night was nearly Come.

Now, in those days, coming from the Little tribe of Hustlers, there were a Few who never gave a Dress Rehearsal of their Knowledge, nor even an Artist's View of their Wisdom. And those of the tribe of the Dilatory Wise Guys, and they were legion, called them "Dubs" in that they Worked with their Eyes off the Clock and failed to Sneer at the Old Man. But the Poor Things kept Plugging Along, and because of their "Rotten Luck," or Something, many of them Waxed Fat and gathered Many Shekels and Much Authority. Howbeit, in the Office where the Fount of Wisdom before mentioned Held Forth and congratulated himself Daily that he was Not like Other Men there labored one of these Sons of the tribe of Hustlers. And he was a Meek and Lowly Man, and he said naught of the Land from whence he came, but consoled himself by doing nine-tenths of the office Work while the Little Brother of the Wise Guys filled the Place with

Steam that had failed to Push the Piston.

And it came to pass that the Boss pondered these things in his heart; yea, he took communion with Himself, and great was the joy thereof—when the End came, for did he not call the Supreme Intellectual Authority before him, even onto the Carpet, and did he not speak unto the Workless Wonder in this wise:

"I have Watched with Keen Interest your Enthusiastic Devotion to the Welfare of Mankind, and even the Base Ball Score, and have often Regretted that you Couldn't Hire a Hall. Verily, I have watched you for, lo, these many days, while the Dust has gathered on my ledgers and the Monthly Statements wist not what they wot. Yea, I have seen your Intellectual Elephantiasis grow until it resembles a Lofty Peak of the City Dump piled with Empty Cans. Therefore have I determined that the Vulgar Atmosphere of Mere Business is too Wearing on one of your Temperament, and I Advise you to Go Quickly to the Hustings and Become a Congressman of the tribe that Toil Not, neither do they Spin. Go thou and Do Likewise, but not at My Expense." But the Fount of Wisdom Departed into the Outer Darkness.

Verily, verily, how Strange are the Kick-ups of Fortune! For it is written that the Mere Dub and Poor Plodder who had done the Work of the Office, even he from the tribe of Hustlers, discovered that the Old Man was also from that Country, and they Got Together and the Old Man made Him a Member of the Firm, and it was Good, even for the Old Man.

Moral: When Sawing Wood cut out the Song and Dance.

The greatest homage we can pay to truth is to use it.—*Emerson*.



# Export Salesmanship: its Possibilities

By O. J. VOGL

**A**LL jokes aside, only admitting facts, we have to acknowledge the bitter truth that we know little or nothing about export as yet.

That we have not grasped the possibilities on hand; that we must wake up from our dream of commercial supremacy and go to school in England, France or Germany until we reach that point of perfection in export salesmanship that these countries so successfully possess.

To begin with we must drop our egotism and extreme national pride. When you want to sell a Swede in Minnesota, you don't tell him that Swedes are a bunch of slowpokes. Of course not. I have actually heard an American salesman tell a Russian dealer that he lived in an uncivilized country. Certainly he did not sell goods to that man. We don't need living land advertisements abroad, but hundred-point, up-to-the minute salesmen.

Most tactlessness and breach of etiquette among our salesmen traveling in foreign countries is due to our narrow views of business. We know only one way, the American way which, while holding the highest position in regard to system and office appliances among all trading nations, might still be improved in many ways.

Japan's progress and rapid advance far ahead of all other Oriental nations, is due to the fact that she sends her sons to all parts of the world to gather up the honey of useful information.

Our greatest composers, Handel, Mozart, Mendelssohn, Gounod and Verdi, according to their own words have only reached the highest point of musical understanding by traveling and exchanging ideas with great musicians, composers and teachers in other countries than their own.

## Getting the International Idea

Gounod, the French composer, only recognizes three events in his life as having determined his career as a musician. First was having heard Weber's "Der Freischütz," when he was seven years of age. Second, having heard Rossini's "Otello" sung by Rubini and Malibran,

when he was thirteen years of age, and third, having heard Mozart's "Don Giovanni," when he was fourteen years old. These he called the three shocks that awakened his musical being into destined life and power. It took the combination of German, Italian and Austrian music to make Gounod a world musician, and he constantly traveled in these countries until he settled permanently in his belle Paris at the age of twenty-five.

Schubert, perhaps as great a composer as Gounod, had during his life, little pleasure or glory, undoubtedly on account of his domestic tastes and constant sojourn in his own country. As his only true friend, Vogl, used to say: He bargained away his music for mere trifles and squandered away his fine thoughts instead of making the most of them. Thus Schubert only began when he ceased to exist.

Exchange of ideas made the music of Handel, Mozart, Mendelssohn, Gounod and Verdi a blend of the best of all nations. It made them, with the exception of the unfortunate Mozart, more alert to their own interests and less apt to be taken in by stage managers, and theatrical agents.

Our much traveled composers with their cosmopolitan compositions, stand out quite distinctly from the masters of the brush and palette, like Van Dyck, Rembrandt, Millet, Meissonier, Hogarth, Sir Joshua Reynolds and Turner. Every one of their paintings gives away their nationality.

We need exchange of ideas. We must send our men abroad to study conditions before we make any propositions. The German banker will send his son to England, Russia, France and even the United States for a year or so, to get acquainted with people, languages and customs to be better able to continue business dealings with these countries.

## How European Business Men Study Conditions

The eminent success of Europe's largest banking house, The Rothschilds, is due to the foresight of their forefather, Meyer Amsel Rothschild of the Juden Gasse in Frankfurt on the Main. Father Amsel

sent his four sons, one to England, one to Belgium, one to France and one to Austria. They all worked together under one head, and now it is whispered on all stock exchanges, that no European country can go to war without first consulting the Rothschilds.

A French pipe manufacturer found his once extensive Australian and English trade dropping off. He sent one of his sons to Adelaide, Australia, and one to London. Today he has a tremendous business with branches in all principal cities in Australia and England.

An Austrian export concern sends many of its trusted men to Turkey, Russia and the oriental countries for a year or so to study the ways of the people. One of the leading Swiss hotel men sent his son for several years to Paris, London and New York to see how and what people eat in other lands. We must do exactly the same before we are able to sell our goods successfully in foreign lands.

In a recent consular report, Consul J.

B. Milner of Calair, France, speaks of the tremendous possibilities in selling American hardware in all parts of France. He points out that money is wasted in sending English catalogues to French buyers. He further states that unless we can outdo the Germans in promptness of delivery, care of packing goods, and particular consideration for their clients, we won't be able to get and hold this business, to which by right, we are entitled.

Commercial Agent Henry Studnizka from Austria, Hungary, Consul J. E. Heenan of Warsaw, Russia, Consul J. Qu Wood, of Venice, Italy; all speak in the same spirit.

It seems the time is ripe to start with the preparatory course. A good many of our foreign born, American trained salesmen would make excellent trade missionaries for our much neglected export business. Let's wake up. Foreign trade connections cannot be made by wireless. The personal touch of business friendship is a valuable asset in doing business abroad.

## Harum or Rip?

By MILTON BEJACH

Advertising Manager The McCaskey Register Co., Alliance, Ohio

**T**HERE are at least two characters in our comparatively modern literature that are worth studying from a salesman's standpoint. One is the genial scamp, Rip Van Winkle, the other, the shrewd "hoss trader," David Harum.

It won't hurt any of us to compare ourselves to either or both of these worthies.

Rip was a hale fellow well met, always ready to entertain or be entertained. He had a pleasant word for everyone, a smile for every child and a comforting chuck under the chin for every woman. No wonder people liked him.

But he could not stand the gaff of life.

Rip was like many salesmen—men you will find in every line and in every organization. They can always see something better than their own in the other fellow's line. The grass for them is always greener in the pasture across the road.

Good fellows, true friends, loyal to their houses, men who would take their shirts

off their backs for their companions if they needed covering, they lack at least one thing—the ability to stand up under fire, to fight with the other fellow's weapons. Of the most peaceful dispositions, they cannot stand the hammering, the noise and confusion of the fighting. Like Rip, they find a place in which to indulge in a twenty-year long sleep.

David Harum you will remember was about the busiest proposition in his neck of the woods. He would swap horses, shave notes, build houses and take a hand in others' love affairs.

When he had something he was anxious to dispose of, he never worried about getting rid of it at a profit. He knew that failing of humanity to want what someone else has and he played the game so that he would benefit. In his own words he "always knew that he had something that somebody else wanted."

If every organization of salesmen has a few Rips, it has more Harums. Far thinking men, shrewd, students of human nature, we have more of them than the genial souls, friends to everyone but themselves.

The main difference between Rip and Harum lies in this: Rip was a loser, Harum a getter.

Rip could be coaxed away from his work by the swish of a petticoat or the call of a child. Harum would hang on to a job like death to one of our African brothers. That's why one lost and the other got, consistently and continuously.

Rip counted not of the morrow. Harum always did.

To digress a moment and still stay close to the subject I inquire if you play chess. If you do, what I shall say will be very clear, if you do not, it may require some study.

#### Chess and Salesmanship

The men who are chess champions know what they are about every moment of every game. They count ahead, not one, two or three moves; the whole game as it is to be played passes in review before them. They acquire this faculty, they are not born with it.

Every possible move or combination is thought out in advance. They leave nothing to chance. Every maneuver of their opponent is met with an answering movement, carefully calculated beforehand. They can tell you how many moves you can make before you will be checkmated. They can do this with not one, but a half dozen opponents at the same time.

Harum always knew what he was about. He left nothing to chance except the fleas on his dog. And the reason he did that was because he believed "a certain amount of fleas is good for a dog." Harum played at a half dozen games at the same time, but before he began one he knew how it would end, he had calculated every move.

The cleverest salesmen are those who know what they are about every minute of the day, who have calculated every move of their prospects and who have answering maneuvers ready to be trotted out and brought into line to bring about the result desired. They are the men whom no argument finds unready, on the job six days a week.

To quote the old darky who salaamed low before Harum, "they sho is a credit to the way they been brought up."

### Alabaster Box

**D**O NOT keep your sublime love and tenderness sealed up until your friends are dead. Fill their lives with sweetness; speak approving, cheering words while their hearts can be thrilled and made happier by them. The kind things you mean to do when they are gone, do before they go. The flowers you mean to send for their coffins, send to brighten and sweeten their homes before they leave them. If my friends have alabaster boxes laid away full of fragrant perfumes of sympathy and affection that they intend to break over my dead body, I should rather they would bring them out in my weary and troubled hours and open them that I may be refreshed and cheered by them while I need them. I should rather have a plain coffin without flowers, a funeral without a eulogy, than life without sweetness of love and sympathy. Let us learn to anoint our friend beforehand for burial. Post-mortem kindness does not cheer the burdened spirit; flowers on a coffin cast no fragrance backward over the weary way.—*L. C. Ball.*

# Practical Use of Science in Advertising

## A Paper Read Before the Houston Adcrafters

By GEORGE M. WOODWARD

Secretary Houston Real Estate Exchange

**T**HE practical use of science in advertising, is making organized knowledge sell goods and services to the profit of the seller and to the advantage and satisfaction of the buyer.

Someone says, "Every sale, by advertising or otherwise, is made in the mind of the buyer; it is therefore necessary to know the characteristics of the mind, that are common to all minds." In other words, one must be able to make practical use of psychology.

The object of all advertising is to induce or persuade "the other fellow" to *do something*; either to inquire, call, look or buy. Any one of these four activities involves the action of the prospective buyer's will—and his power to decide and act.

### What Takes Place In the Mind of the Buyer

Taking no account of the exceptions for which a ten-minute's glance at this subject has not time, no buyer either inquires, calls, looks or buys without feeling like doing so, nor generally without thinking it wise to do so.

Therefore, to reach a buyer's will, Mr. Seller has to stimulate Mr. Buyer's feelings and satisfy his judgment. This involves carrying buyer's mind through four separate and distinct steps: attention, interest, desire and decision and action. The fact that some buyers are mental athletes and cover all four steps at one stride does not change the rule.

Mr. Buyer's attention must be attracted and directed to the article in which it is desired to arouse his interest create a desire to possess and a determination to have. At some stage of the mental journey something must have inspired Mr. Buyer with confidence that Mr. Seller knows his business, is worthy of one's trade and will give a square deal.

And before the transaction is really complete, Buyer must be thoroughly satisfied that such has been the case. He is then ready to become a regular customer and

tell his friends about it. And these satisfied customers, together with the growth of his business become Seller's best advertisements, and make business as easy as business ever becomes.

### How the Mind Works

Now let us go back down below the first step—attention—and analyze the customer's mental journey. There are the four steps: attention, interest, desire and action. They must always come in that order. And are virtually steps up an inclined plane with dividing lines that are hard to find or define.

Attention is focused thought, therefore an intellectual condition. Our ad must make the buyer *think* about it and about the article it advertises. It must do so at the same time other ads are clamoring to distract his attention and make him think about something else.

If our ad were only a man, it might command the buyer's attention in any one of a number of ways, through any one of his senses. But being only an ad, the only way it can reach buyer's mind is through his eyes.

In attracting the buyer's attention, by catching his eye, we must do so in an attractive manner, so as to put him in a suggestive, friendly, sympathetic mood, ready to come along with us. We must, as the saying is, "Bump buyer's mental shins," and yet bump them in a way not to antagonize him or give him an impression we are lacking in good judgment.

We must remember that a large percentage of the buyers we reach by advertising are alert, their sensibilities, judgment and will act more quickly than the average of mankind. If an ad antagonizes the emotional he is apt to take offense and go in the other direction; the self-willed to get balky, and the intellectual disgusted. Men of action like to at least think they are doing their own thinking and making up their own minds.

And thus we see that this matter of feeling is an important factor, even in the thinking step—attention.

Going on up the mental hill, we find that it plays the leading part in the zone of interest—for do we not feel interest—who ever heard of one thinking an interest in anything! And again desire is a feeling, and the stronger the desire the more quickly it moves the will to action.

Yes, of course, the thoughtful buyer weighs the cost of gratifying the desire and comes to a decision to buy only after the desire becomes strong enough to make the value of the article outweigh its cost.

Now, when we remember that "attention properly sustained arouses interest, and interest properly intensified deepens into desire and the spark of desire properly fanned bursts into the flame of action," we realize that action is only another form of attention carried up the spiral of skillfully interwoven appeals to emotion and judgment. Saying the right thing in the right way at the right time in the right place to win the buyer's eye is one of the most important problems of advertising.

Methods of attracting attention are many, and include questions, startling state-

ments, appropriate pictures, unexpected combinations, reference to important matters holding public attention, alliterations, jingles, puzzles, catch phrases of all kinds; even small type under a "Don't Read" caption has been known to produce a high degree of concentrated thought.

As "Pat" Dougherty told us in his interesting talk, a man may be highly successful in attracting attention and yet utterly fail in directing it to the article for sale.

As Mr. Halsted suggested, the preparation of copy is the one problem common to all ad-writers. The use for mediums and plans are as varied as the lines and qualities of goods. And they can find information, suggestions and advice concerning them in many quarters. But the need for copy that pulls and helps sell is always present. Generally one's own pencil must evolve it.

One's own mind must handle the steeds of "unity, clearness, energy and elegance," so that they, with pleasing grace and perfect rhythm, carry the buyer along at a gentle pace or as occasion demands take him down the home stretch at lightning speed.

## A Year From Next Summer

By NORMAN C. FETTERS

**I** WANDERED into the offices of a successful realty company. In the sanctum sanctorum was the manager, seated at his desk, his eyes drooping sleepily, his hands resting idly on the chair.

Aha! thought I, this is truly the reward for well-doing. This man has attained success and can now sleep at his desk. Surely he is to be much envied.

Seeking to learn of some "open Sesame" to the land of *a-r-e-a*, I approached him. "Pray tell me where are your thoughts, my good man?"

He hesitated but a moment. "I was thinking a year from next summer."

"How so?" I asked in surprise, for I had thought him day-dreaming.

"Well, I must appear this afternoon before the Board of County Commissioners

to solicit their aid in constructing certain improvements necessary for an allotment proposition which I expect to place on the market in a year or two. I was formulating my arguments."

A year from next summer! Withdrawing silently and rebuked, I pondered to myself: Thus it must be; those who are successful are thinking in *the future*, while I am busy with the troubles of today and the mistakes of yesterday.

Troubles look mighty big when they are arriving—they look much smaller when they have come—and, after all they were infinitesimal.

I feel and grieve, by the grace of God, I fret at nothing.—*John Wesley*.



# The PHILOSOPHER AMONG HIS BOOKS

*Books, those strangest of all marvels, bridge the centuries and cross the chasms of space. Through the letters on the printed page we may look back into the life of the man who wrote it, and share in the spiritual activities of his time.—Edward Howard Griggs.*

**THE NEW HUMANISM. STUDIES IN PERSONAL AND SOCIAL DEVELOPMENT—By Edward Howard Griggs. B. W. Huebsch, New York. \$1.50 net.**

This is an illuminating study of the higher human life, from a scientific standpoint.

I have revelled in it because Professor Griggs bravely turns his back on mere opinion and begins with fundamentals. It is a delight to follow his keen analysis of the problem of personal and social ethics, proceeding step by step with mathematical logic. He begins with a study of the evolution of the sciences, including the science of ethics. Here he lays the foundation for the science, at the same time pointing out the harmfulness of many common errors in the study and application of it.

The second chapter takes up the evolution of personality. It is sane, sober, and logical, but it glows with a beautiful spirit of optimism that is a comfort. Here is a great chapter for the thinking man or woman into whose heart has crept a vague unrest.

His third chapter, devoted to "The Dynamic Character of Personal Ideals," is a clarion call to the aspiring—and those who ought to aspire. And yet, like all the rest of the book, it is written with calm persuasiveness and quiet dignity, never letting the reader lose sight of the fact that, while here is lofty sentiment, all subjects are approached without passion or prejudice.

Several chapters are devoted to the discussion of ideals, both personal and social, including an educating chapter on ideals of womanhood.

The last three chapters are devoted to social reconstruction, the new social ideal, and the religion of humanity.

My advice to you is to read this book—to study it. And I'll tell you now that you will not find one page of it dull.

**A BOOK OF MEDITATIONS—By Edward Howard Griggs. B. W. Huebsch, New York. \$1.50 net.**

This is a casket of jewels. Professor Griggs has here gathered in one beautiful book stray thoughts and impressions of nature, art, literature, philosophy, human nature, and emotions, written at various times in all parts of this country and in Europe.

There are bits of verse, some prose poems that are even more beautiful than most verse, and some illuminating and practical writing on the art of living, this author's one great theme.

It is a book that one grows to love, keeping it close at hand, because one finds in it meditations that fit every mood, that solve many pressing problems in personal adjustment to environment, and all of them healthy, sane, sound, and vibrant with the wise optimism that characterizes all of Edward Howard Griggs' work.

Among other things in this book are little sketches of human life as seen by the author in different home and foreign cities and open places. Each is artistically and interestingly told, gripping the reader with its quiet power, and each is a vital lesson in life itself.

Here, then, is a book for the tired business man, for the happy mother, for lovers, for the aged, for the young man or young woman with the glory and beauty of life outshining its shadows and its mystery, for the beaten and hopeless, for the lover of nature, for the student of art and literature.

**HOW TO READ CHARACTER IN HANDWRITING. A GUIDE FOR THE BEGINNER AND STUDENT OF GRAPHOLOGY—By Mary H. Booth. Illustrated. The John G. Winston Company, Philadelphia.**

We have all learned by experience that a man's character is revealed in everything he does. We can tell the energetic man by his posture, his gestures, his walk, his handshake, his voice, his manner of speaking, and even the way he smokes his cigar. Similarly, the careless, lazy, shiftless man portrays these negatives by characteristic signs. It is therefore easy to accept the contention that people make themselves known by the handwriting.

The author of this little book states that some of the principles of graphology—yes, that is the

technical name of the science of reading character in chirography—were worked out by no less a philosopher than Goethe. Much study has been given the subject since his time, some devoted investigators giving years of time to comparison and deduction. The writer herself says that she gives nothing that has not been thoroughly tested during years of careful study of the handwritings and characters of both historic and living men and women.

The little book—it is smaller than a child's primer—is simple and interesting, and every principle given is illustrated by facsimiles of penmanship.

It is commended to teachers, business men, employers, bankers, lawyers, entertainers, those in social life, and professional readers of character.

THE MEANING OF ORGANIC EVOLUTION—By *Ralph V. Chamberlin*. Published by the Author, Provo, Utah.

That there should be many people who do not understand just what is meant by organic evolution is not strange. In the first place, the theory is by no means as simple as the theory upon which the law of gravitation is based, and it has not been given to all people to study it thoroughly. In the second place, there has been so much bitter controversy over the theory, with so much misunderstanding and consequent misstatement of its true character, that it has been hard for even the studious, at times, to get the actual facts in the case.

Misunderstanding of the theory of evolution, by anyone, is a misfortune, since such misunderstanding interferes with both intellectual and spiritual progress. To some, the theory has seemed to be an all-sufficient proof of a material universe, working in accordance with mechanical laws, with no God anywhere in it or of it. To others, the theory has seemed to be an attempt to prove that very thing, and, therefore, an utterly vicious, destructive, and diabolical doctrine.

Mr. Chamberlin, in his book, writes of the theory, in non-technical terms, explaining briefly those aspects of organic evolution about which misunderstanding and misapprehension seem particularly to cling.

First, he gives a history of the hypothesis, showing that it had its beginnings, not with Charles Darwin, as so many suppose, but away back in the earliest historic times. He shows that, among those who worked out various crude forms of the evolutionary theory were the ancient Egyptians, Babylonians, Phoenicians, Assyrians, Hebrews, Greeks, and other peoples, naming especially such men as Anaximander, Anaxagoras, Heraclitus, Thales, Pythagoras, and Empedocles. Later came the brilliant Aristotle. It may surprise some of the opponents of the theory—if there are any left—to learn that it was stoutly maintained, in various forms, by the Early Fathers, Saint Basil, Saint Gregory, Saint Augustine, Saint Isidore, Saint Lombard, and Saint Thomas Aquinas.

Second, the author tells us what evolution is—its nature—and what it is not, using a beautifully worked-out parallelism between the evolution of languages and the evolution of species to make clear his thought. This chapter should clear up many prejudiced judgments regarding the theory.

Third, Mr. Chamberlin points out how admirably and fully the theory of evolution explains many biological phenomena not explicable by any other known theory. This chapter should convince any logical mind of the truth of the statement of Joseph LeConte: "We regard the law of evolution as thoroughly established."

• • • The day is past when evolution might be regarded as a school of thought. We might as well speak of a gravitationist as of an evolutionist."

In his last chapter, the author takes up a discussion of the function of science and the bearing of evolution upon theological belief.

"Science," he says, "grows out of the practical necessity of anticipating and of adjusting ourselves to the environment. • • • Science, then, seeks to determine the uniformities of co-existence and sequence in the endlessly complex world about us. • • • Its purpose is that of accurately describing phenomena in their mutual relationships. • • • It is continually adding to our knowledge of how things in the world come about; it has never told us, and, in the very nature of things can never tell us 'why.' An eternal mystery remains."

From this point of view, of course, it becomes absurd to suppose that the theory of evolution has any bearing upon the fundamental theological doctrine of creation.

The book is interesting to anyone of an inquiring mind who desires to know better the universe around him, and should be of especial value to those who have not had the opportunity, elsewhere, to inform themselves definitely about the great law of evolution, by which so much in the physical, social, political, economic, and commercial world is explained.

"Who works for glory misses oft the goal;  
Who works for money coins his very soul;  
Work for the work's sake, then, and it may be  
That these things may be add:d unto thee."

—*Kenyon Cox*

I have generally found that the man who is good at an excuse is good for nothing else.—*Franklin*.

Whoever in the darkness lighteth another with a lamp, lighteth himself also.—*Auerbach*.

The merchant or manager who has no time fully to explain the merits of his goods or his proposition to his clerks or his salesmen should not be disappointed at small sales.—*Orville Allen*.



# Helpful Hints for the Student of The Business Philosopher

(OCTOBER, 1911 ISSUE)

1. Name three articles in this issue that contain something that can be of practical use in the business in which you are engaged.

2. Tell how you would apply these things to your business.

3. Name three articles in this issue that contain something of practical use in your own life and work.

4. Tell how you would apply these things to your own problems.

5. From which article have you received the greatest encouragement to go on de-

veloping your efficiency?

6. Which article do you think has the most practical suggestions for the development of efficiency? What are these suggestions?

7. What one thought in this issue has made the deepest impression upon your mind? Why?

8. Give three or more thoughts selected from this issue which you believe will be conducive to self-improvement, and, therefore, Efficiency Development, and which you have committed to memory.

## Specific Questions on Certain Articles

### On the Front Porch—Page 571

1. Of what is success in business a result?

2. What four classes of knowledge are essential to success in business?

3. Why is a knowledge of the laws and tendencies of evolution necessary to a business man?

4. Name three laws of evolution.

5. What are some evidences of increasing harmony in the business world?

6. What is the test of intelligence?

### The Universal Races Congress—Page 581

1. What do you consider the most important point in Dr. Blackford's report?

2. What needs were made manifest at the Races Congress?

### The Modern Merchant—Page 585

1. Why are articles of merchandise a step further in development than ideas?

2. How do the articles you make or handle serve humanity?

### Why Some Men Fail—Page 593

1. Name three causes of failure mentioned by Mr. Brown.

2. What is the price of success?

### The Questions of Socratic—Page 601

1. How would you get the value out of a good impulse?

2. What is the best way of handling a procrastinator?

### Look Around You—Page 607

1. Where is the best place to look for opportunities?

### Gleanings from Business Fields— Page 609

1. Can you give ten reasons why people should buy your goods?

### The Foundation of Efficiency— Page 617

1. What is the foundation of efficiency? Give a three-minute talk on the value of the contents of this magazine to you.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Stop Forgetting!

Now, What Was That Fellow's Name?  
I Can't Remember Those New Terms.  
I Know—But Can't Find Exact Word.  
What on Earth Did He Say About It?



## A Perfect Memory Is the Key to Success

The mind of the average person is filled with thousands of single unrelated ideas which waver and fluctuate with every emotion, like the billows of the sea.

The man with a Wandering Mind can never hope to Make Good—he will always be a drug on the market—he has too many competitors. The great men of all ages are those who acquire the ability to concentrate and to memorize.

### You Can Be Trained to Remember Accurately

In the business battle — matching wits each hour of every day — the ability or inability to think on your feet, to remember instantly and accurately means gain or loss. To succeed you must be "forget-proof." Just as surely as a poorly organized business can be placed upon a basis of perfect systematization and thereby made thoroughly efficient — so can your mind be trained and made a classified indexed and cross indexed filing system of facts so that you can command, on the instant, any thought, fact or argument.

### The Dickson Method of Memory Training Will Do This for You

It will enable you to classify impressions, ideas, names, facts and arguments so as to have them ready at a moment's notice at any time. It will train you to think on your feet, to converse in a natural, interesting way, to overcome self-consciousness and bashfulness, to acquire easy, logical thinking. My course is not a theory, but is purely and absolutely scientific—the result of more than 20 years of close, intimate contact with students in schools and colleges and searching their developing minds for means of strengthening their memories.

### I Want to Send You My Book, "How to Remember," Absolutely FREE

Simply clip the coupon and mail it today. It will explain clearly the course that has raised thousands of men from failures to great successes. You can have this same training. My free book is the first step. Don't delay. Age, education, vocation or place of residence makes no difference. Send the coupon today.

### How to Get a Free Copy of This Valuable Book

De luxe edition handsomely illustrated, richly bound. Is exactly suited to meet the needs of the man or woman who desires to be a successful public speaker. The price of this 1911 de luxe edition is \$2.00. I will, however, present a copy absolutely free to every student who enrolls for my course of memory training within ten days after reading this offer.

Send the Coupon Today

My method is highly recommended by ELBERT HUBBARD, PROF. DAVID SWING, and thousands of others. Ten minutes a day of your spare time will give you this training and not interfere with your work in any way.



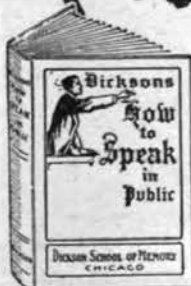
Prof. Henry Dickson

America's foremost authority on Memory Training, Public Speaking, Self Expression, and Principal of the Dickson Memory School, Auditorium Building, Chicago.

Prof. Henry Dickson  
Principal, Dickson School of Memory  
938 Auditorium Bldg., Chicago, Ill.

Send me free Booklet "How to Remember," also full particulars how to obtain a free copy of Dickson's "How to Speak in Public."

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STREET .....  
CITY.....STATE.....



SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# There Are Twelve Reasons Why—

**Y**OU should own a copy of the August 1911 number of THE BACKBONE MONTHLY. Whether you are head of a corporation or proprietor of a country grocery, sales manager or salesman, man or woman, young or old, rich or poor—no matter what you are or where you are the *twelve* reasons are reasons *that apply particularly to you.*

In this number Harrington Emerson, president of the Emerson Company of New York, the efficiency engineers, writes down and explains with diagrams and an illustration the basic principles which he has used in saving business institutions hundreds of thousands of dollars. He shows clearly and distinctly how *you* can apply to your life and to your business

## "The Twelve Principles of Efficiency"

Do you desire to increase the efficiency of your business? Do you wish to know how to secure greater profits? Do you wish to learn how you may organize more



HARRINGTON EMERSON

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

successfully your daily life in home and business? Do you want promotion? Do you want to develop greater personal power? Of course *you* desire these things. Therefore, in accordance with that principle in efficiency management which commands "Employ competent counsel," you will send TODAY for THE BACKBONE MONTHLY and ask that your subscription start with the August number.

THE BACKBONE MONTHLY is edited by THOMAS DREIER. In his writings he shows mastery of the art of eliminating the non-essentials. He makes a specialty of visiting men and institutions and writing about them to show *why* and *how* they succeeded and *how* you can apply that knowledge to *your* life and *your* business. In addition to his editorials and articles he offers *special correspondence service* to all subscribers—thus making the magazine a vital, personal, practical counselor.

## Special Offer

For a limited time you are offered:

The Business Philosopher . . . . .	\$2.00
The Backbone Monthly . . . . .	1.00
Total . . . . .	\$3.00

Twenty-four magazines for only Two DOLLARS. This offer is open to both new and old subscribers. Please fill out this coupon and send it with a Two DOLLAR BILL today:



THOMAS DREIER

### The Backbone Society, Libertyville, Illinois

Please send for the enclosed TWO DOLLARS The Business Philosopher (\$2.00) and The Backbone Monthly (\$1.00) for twelve months—starting my subscription with the August number of The Backbone Monthly which contains Harrington Emerson's Twelve Principles of Efficiency.

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Look up a printer or lithographer in  
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TO MATCH

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Write us *now* if you want

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FREE—The above set of handsome letterheads and "Reason Why" booklet.

W. E. Wroe & Co., 1004 S. Michigan Boulevard, Chicago

# Free—Six Big Issues of Investing for Profit



*If you will simply send me your name. Special Introductory FREE Offer. Six fine monthly issues—each worth \$10 to \$100 to you.*

How much do you know about the Science of Investment? Do you know the *Real Earning Power* of your money? What is the difference between the *Rental Power* and *Earning Power* of money? Do you know how \$100 grows into \$2200?

Why you should get *Investing for Profit*: Only one man in a thousand knows the difference between the *rental* power and the *earning* power of his money. Few men know the underlying principles of incorporation. Not one wage earner in 10,000 knows how to invest his savings for profit, so he accepts a paltry 2% or 3% from his savings bank, while this same bank earns from 20% to 30% on *his money*—or he does not know the science of investing and loses his all.

Russell Sage said: "There is a common fallacy that, while for legal advice we go to lawyers, and for medical advice we go to physicians, and for the construction of a great work, to engineers—financing is everybody's business. As a matter of fact, it is the *most profound and complicated of them all*."

So let me give you just a glimpse of the valuable investment information you will get in my six big issues, "The Little Schoolmaster of the Science of Investment," a guide to money-making:

The Science of Investment.	Capital Is Looking for a Job.
The Root and Branch of the Investment Tree.	The REAL Earning Power of Your Money.
How to Judge a Business Enterprise.	Investment Securities Are Not Investment Opportunities.
Where New Capital Put Into a Corporation Really Goes.	The Actual Possibilities of Intelligent Investment.
"Watering"—Its Significance.	The Capitalization of Genius and of Opportunity.
Idle Money vs. Active Money.	

Wait till you see a good thing—but don't wait till everyone sees it. You will then be too late. Never was a time more auspicious for a public campaign of education on the logic of true investment. A revolution in the financial world is now going on—to the profit of the small investor.

You are now face to face with your opportunity—if you have the courage to enter the open gate to the road of fortune.

I believe you will find much interest in reading my six issues of *Investing for Profit*. From cover to cover it contains the fundamental principles of investment it has taken a lifetime to gather—from my own experience and from every available authoritative original source of information.

## If You Can Save \$5 a Month or More

Don't invest a dollar in anything anywhere until you have read my wonderful magazine. *Investing for Profit* is for the man who intends to invest any money, however small, or who can save \$5 or more per month, but who has not as yet learned the art of investing for profit. Learn how \$100 grows into \$2200.

## Use this Coupon for the Six Issues and Financial Advice FREE

If you know how to invest your savings—if you know all about the proposition in which you are about to invest your hard-earned savings—you need no advice. But if you don't, if there is a single doubt or misgiving in your mind—I shall be pleased to answer any inquiries you may make, or furnish any information I can regarding the art of saving and making money through wise investment.

So sign and mail this coupon now. Get *Investing for Profit* free for six months. Ask me to put you on my mailing list for Free Financial Advice. Don't put this off. It means too much to you now and in the future. Sign and mail this coupon at once.

**H. L. BARBER, PUBLISHER, CHICAGO**

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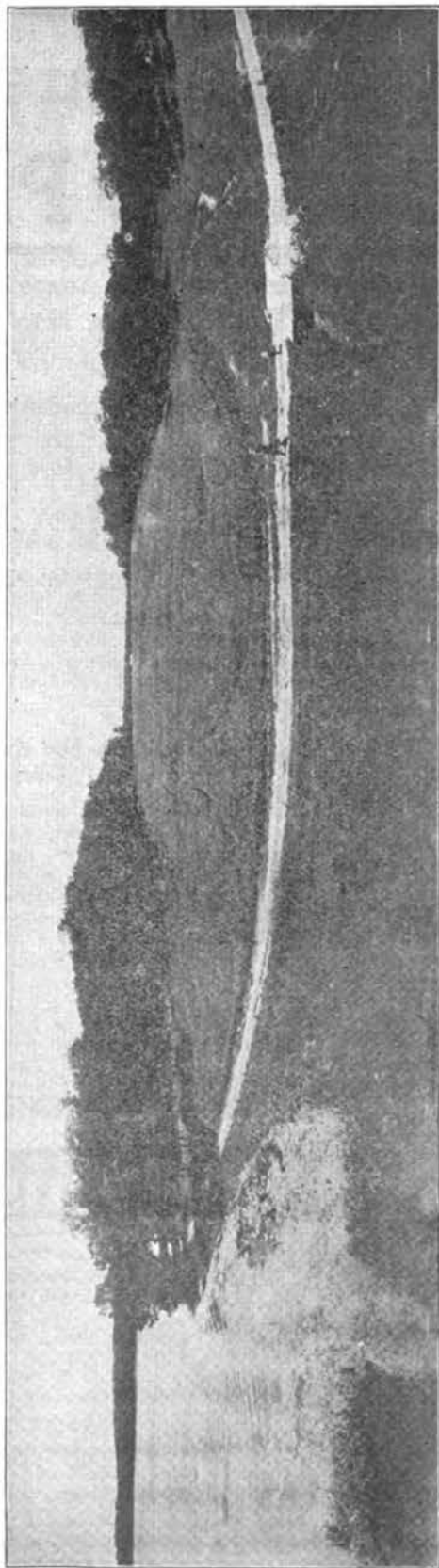
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SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# YOUR SUMMER HOME



SHORE ACRES SUBDIVISION, LAKE EARA

**O**F COURSE you want to own a summer home. There is something in you that calls for woods, meadows, cool waters, and broad, comfortable porches, when summer comes and brick walls and paving stones shimmer and quiver with the heat. You need rest and relaxation.

You may have to be in the city on business during the day. But you are refreshed and renewed by the evenings and the week-ends at your summer home,



And it makes you glad to know that wife and babies are away from the glare, the blare, and the dust, getting strong and rosy at your summer home.

No, this is not a millionaire's dream. That summer home is within your reach. And, if your business is in Chicago, it is only an hour's run from that city—you can come out every night. If further away, you can come Friday or Saturday and stay until Monday.

For your summer home, I have just opened a new sub-division on the shores of Lake Eara—the most beautiful of all the famous lakes of Northern Illinois. It is only thirty-five miles from Chicago—three railways run from it into the city.

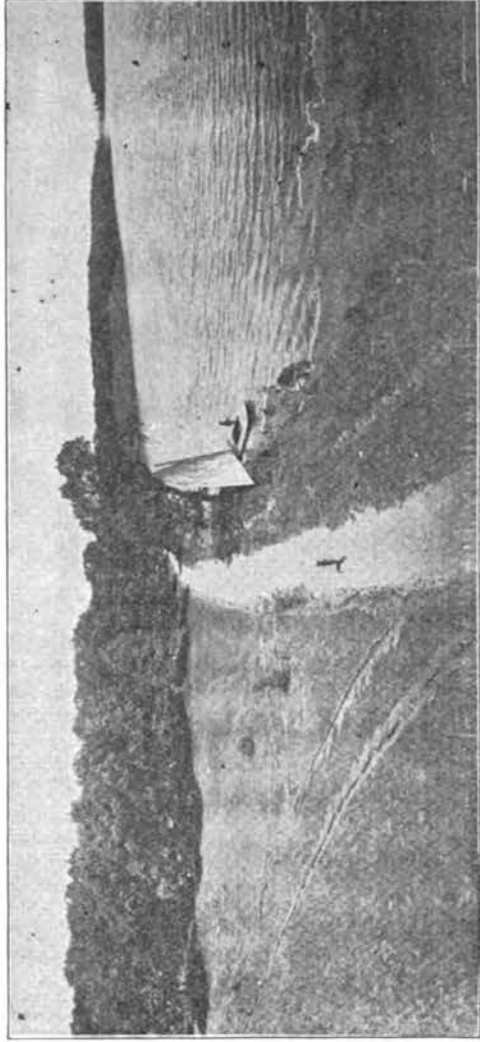
There are a limited number of lots, all at reasonable prices—first come, first served. When you buy a lot, you buy fishing, swimming, and boating privileges on Lake Eara. *There is no lake property so near Chicago at anything like the price.*

My primary object in opening this sub-division is to finance the first building of Sheldon Commercial University.

I want these summer homes, as far as possible to be owned by Sheldon Graduates or those in sympathy with A R E A philosophy.

*Write me today, saying you are interested  
and I will tell you all about it*

**A. F. SHELDON**  
LIBERTYVILLE, ILLINOIS



SHELDON'S LAKE SHORE DRIVE, LAKE EARA



# Stop Forgetting!



Now, What Was That Fellow's Name?  
I Can't Remember Those New Terms.  
I Know—But Can't Find Exact Word.  
What on Earth Did He Say About It?

## A Perfect Memory Is the Key to Success

The mind of the average person is filled with thousands of single unrelated ideas which waver and fluctuate with every emotion, like the billows of the sea.

The man with a Wandering Mind can never hope to Make Good—he will always be a drug on the market—he has too many competitors.

The great men of all ages are those who acquire the ability to concentrate and to memorize.

### You Can Be Trained to Remember Accurately

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### The Dickson Method of Memory Training Will Do This for You

It will enable you to classify impressions, ideas, names, facts and arguments so as to have them ready at a moment's notice at any time. It will train you to think on your feet, to converse in a natural, interesting way, to overcome self-consciousness and bashfulness, to acquire easy, logical thinking. My course is not a theory, but is purely and absolutely scientific—the result of more than 20 years of close, intimate contact with students in schools and colleges and searching their developing minds for means of strengthening their memories.

### I Want to Send You My Book, "How to Remember," Absolutely FREE

Simply clip the coupon and mail it today. It will explain clearly the course that has raised thousands of men from failures to great successes. You can have this same training. My free book is the first step. Don't delay. Age, education, vocation or place of residence makes no difference. Send the coupon today.

### How to Get a Free Copy of This Valuable Book

De luxe edition handsomely illustrated, richly bound. Is exactly suited to meet the needs of the man or woman who desires to be a successful public speaker. The price of this 1911 de luxe edition is \$2.00. I will, however, present a copy absolutely free to every student who enrolls for my course of memory training within ten days after reading this offer.

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SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

**W**HAT IS IT THAT  
INTERESTS  
THEM?



The President has a copy of "An Exhibit" of  
*"Famed for its Excellence"*

## BROTHER JONATHAN BOND

Business Stationery on his desk. It is the most elaborate, artistic and convincing test of a business writing paper that has ever been issued. You may have a copy by writing for it on your present business letterhead, - it is FREE to buyers of stationery, thirty-five cents in stamps to others. If you want fine stationery you should ask your printer or stationer to use BROTHER JONATHAN BOND, the paper which is essentially and successfully made for the purpose. You can easily identify this paper by its distinctive high quality and the watermark which appears in every sheet of the genuine. - - Don't fail to send at once for "An Exhibit" whether you are in immediate need of stationery or not.

**J.W. BUTLER PAPER COMPANY**  
Established 1844 Chicago



SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# SOME BARGAIN

## Obey the Impulse and Save \$2.25

For a limited time we are allowed to offer the following three *Big Business Books* in combination with *The Business Philosopher*. Sit right down and order *immediately*, so that you may be able to own one of these sets at this *unheard of price*.

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### CONTENTS

	PAGE
CORRECT FORMS IN BUSINESS LETTERS—Models of Headings, Introductions, Conclusions, and Superscriptions for Business Letters to both Men and Women (married and unmarried), Individuals, Firms, and Corporations . . . . .	5-18
TITLES USED IN SECULAR PROFESSIONS . . . . .	19
To the President of a College, To a Professor, To a Doctor, To a Lawyer . . . . .	20-21
MODELS FOR THE INTRODUCTION AND THE SUPERSSCRIPTION OF LETTERS TO THE CLERGY—To a Cardinal, To an Archbishop, To a Bishop, To a Rector, To a Priest, To a Clergyman, To a Female Superior of a Religious Order, To a Female Member of a Religious Order . . . . .	22-25
MODELS FOR THE INTRODUCTION AND THE SUPERSSCRIPTION OF LETTERS TO GOVERNMENT OFFICIALS—To the President, To the Vice President, To the Speaker of the House of Representatives, To the Chief Justice of the United States, To the Justice of the Supreme Court, To the Cabinet Officers, To Members of Congress . . . . .	26-28
THE BODY OF THE LETTER—The Form, The Initial Word, The Paragraph, The Structure, The Connective, The Tabulated List . . . . .	28-32
The Writing of Amounts in Business Letters (Contracts, Advertisements, etc.). When written in full followed by figure in parentheses; when written in full without figures; when written with figures alone . . . . .	33-35
LETTERS AND ADVERTISEMENTS EXEMPLIFYING THE WRITING OF NUMBERS . . . . .	36, 37
THE CONCLUSION OF A LETTER—The Complimentary Close, the Signature . . . . .	37, 38
MODELS FOR THE COMPLIMENTARY CLOSE . . . . .	38, 39
Models for the Signature, Of an Individual, Of a Firm, Of an Unmarried Woman, Of a Married Woman . . . . .	40-42

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

THE SUPERScription—The Contents, The Position, Punctuation.....	42-44
THE IDEAL BUSINESS LETTER—WHAT IT SHOULD BE.....	41-54
CAPITALIZATION—Rules and Illustrations.....	55-57
GEOGRAPHICAL NAMES, HOW TO CAPITALIZE THEM.....	58-60
PUNCTUATION—Rules and Illustrations.....	61-67
BUSINESS ENGLISH FOR THE BUSINESS MAN—Comprehensive Alphabetic List of Business Words and Expressions.....	68-100
ABBREVIATIONS, COMPLETE ALPHABETIC LIST.....	101-164
ABBREVIATIONS OF MONTHS AND STATES.....	165-170
THE HYPHEN .....	167, 168
BUSINESS COMPOUND WORDS: HOW TO WRITE THEM—Complete Alphabetic List....	171-209

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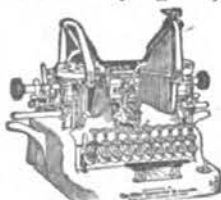
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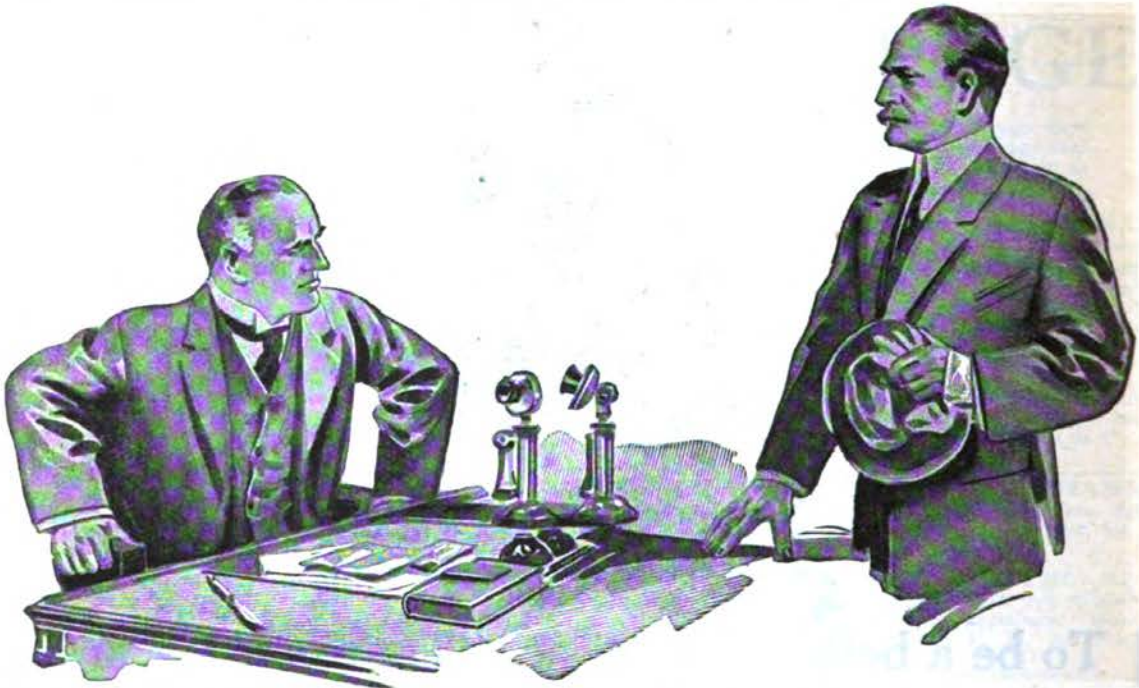
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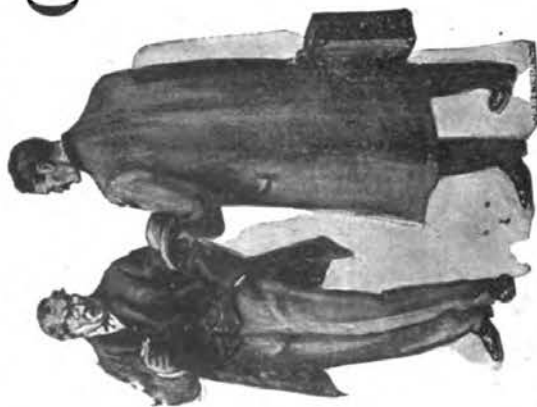
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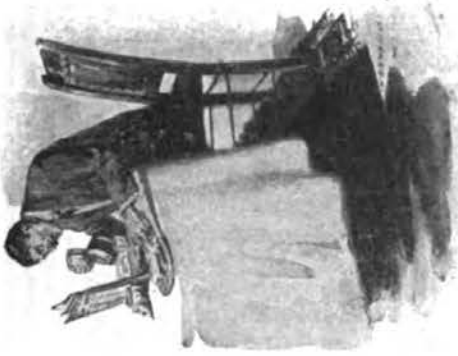
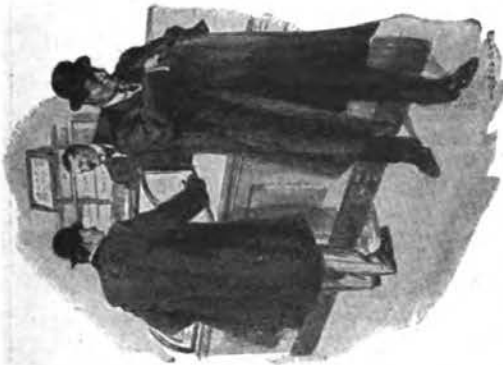
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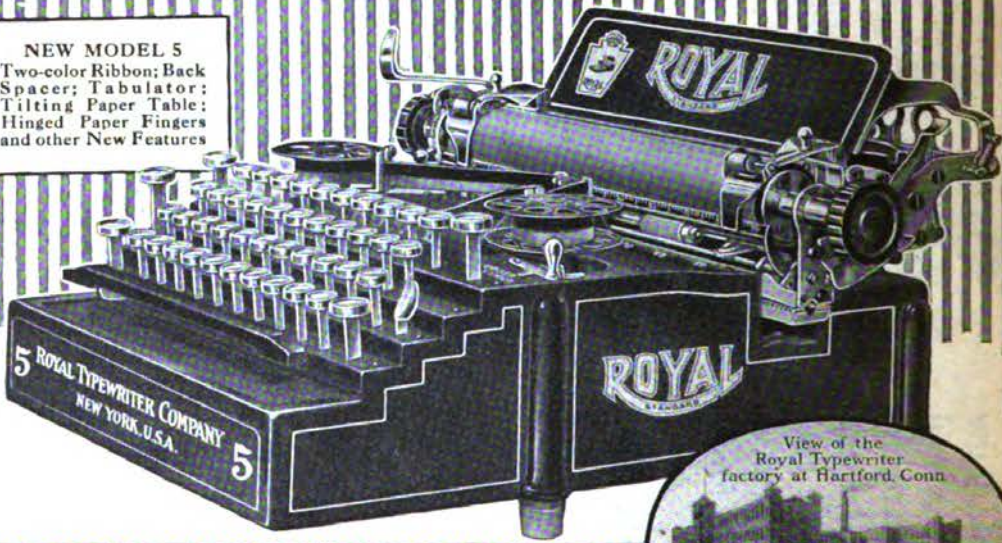
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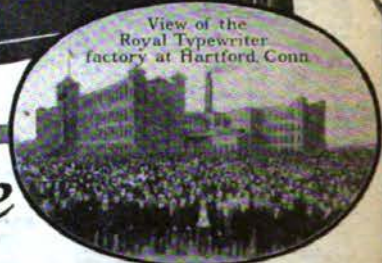
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